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EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES



ALGERIA
Liberals fear rise
of fundamentalists
Page 2

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World News

Business Summary

Croats claim missiles used in attacks on Zagreb

Unconfirmed Croatian reports claimed the Yugoslav army had used surface-to-surface missiles in attacks on the suburbs of Zagreb. It would be the first use of such weapons in the six-month Yugoslav conflict. Karlovac, in Croatia, was under Yugoslav army attack for the seventh day. Page 2; Many shades of grey, page 10

ANC may give guarantee

African National Congress leader Nelson Mandela will consider guaranteeing white seats in parliament for a limited period to allay white fears about black majority rule in South Africa, a Johannesburg newspaper reported. Page 3

Moi suffers blow

Kenyan president Daniel arap Moi's election prospects suffered a further blow as two more ministers resigned. Five have now quit since the ban on opposition to the ruling Kani party was lifted earlier this month. Page 3

Salvador talks boost

President Alfredo Cristiani of El Salvador met UN secretary-general Javier Pérez de Cuellar in what was seen as a boost for talks aimed at ending his country's 12-year civil war. Page 2

Beijing to join treaty

China's parliament agreed the country should join the Nuclear Non-Proliferation Treaty, the New China news agency said. Beijing will be the last big nuclear power to become a signatory.

Swiss accuse Iran

A diplomatic row between Switzerland and Iran deepened after Switzerland said airport guards had confiscated the passport of one of its Tehran embassy staff and kept her off a flight home.

White House protest

Thirteen demonstrators protesting against US foreign policy were arrested at the White House after incidents in which some scaled the fence and others threw blood at a gate.

Ulster violence grows

Northern Ireland had its bloodiest year for 15 years in 1991. Republican and loyalist gunmen killed 75 civilians in a bitter sectarian "tit-for-tat" war, police said.

Eight die in crush

At least eight people were killed and 28 injured when spectators fighting to get into a celebrity basketball game in Harlem, New York, on Saturday were crushed.

Lead production to halt

Bulgaria will suspend production at its biggest lead plant at Plovdiv for several months because of severe pollution of the country's best farmland.

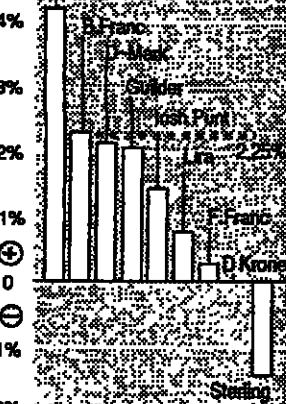
US expected to clear sale of BAe jets to Iran

The US State Department is expected soon to lift its veto on the sale of British Aerospace 146 regional jets to Iran. This will clear the way for talks between BAe and Iranian civil aviation agencies on possible orders by a number of Iranian carriers for the 70- to 120-seater aircraft. Page 12

EUROPEAN Monetary System

Stirling continued to languish at the bottom of the exchange rate mechanism grid last week, with Britain the only country not to have raised interest rates in answer to Germany's bigger-than-expected rise earlier this month. Although the pound hovered around its effective ERM floor against the D-Mark in the shorter trading week, the Bank of England did not intervene. The peseta remained at the top of the grid. Currencies, Page 23

EMS December 27, 1991



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the EMS's narrow 2.25 per cent fluctuation band. In practice, currencies in the EMS narrow band cannot rise more than 2.25 per cent from the weakest currency in that part of the system. Sterling and the Spanish peseta operate with 6 per cent fluctuation bands.

ROSEHAUGH Stanhope Development

US securities market to refinance work on the City of London Broadgate Development. It is the first time a non-US company has refinanced an individual property by issuing rated commercial paper in the US. Page 13

MAXWELL Communication Corporation

Administrators to MCC meet bankers today in an attempt to negotiate further loans to help sustain the group's companies. Page 13

US has announced plans for punitive duties on imports of Canadian beer in retaliation for discrimination by Canadian provincial liquor boards against US beer. Page 2

ITALY'S 1992 budget was approved after nearly three months of political bargaining, thus avoiding a temporary budgetary regime which would automatically have come into force on January 1. Page 2

NISSAN MOTOR, Japan's second-largest carmaker, which has been involved in a bitter dispute with its British distributor, this week starts a 150-strong nationwide dealer network in a fresh assault on the UK new car market. Page 4

INSURANCE: Enthusiasm among the world's insurance companies to expand operations internationally is waning thanks to heavy losses and a range of other difficulties, according to a recent report. Page 2

LEBANON: Prospects for Lebanon's economy look increasingly bright as the country completes its first peaceful year in 17. Page 3

Russia, Ukraine and Belorussia unlikely to agree about financial structures

Minsk economic summit threatens to split republics

By John Lloyd in Moscow

LEADERS of the new Commonwealth of Independent States face sharp disagreements about the financial structures of the Belorussian capital of Minsk today to try to forge their organisation into a coherent body.

The meeting - likely to focus on economic and banking reform - comes as President Boris Yeltsin warned Russians of hard times accompanying market reforms and price rises. Mr Yeltsin yesterday also tried to allay other former Soviet republics' suspicions of Russian dominance by saying the new Commonwealth would not be bound together by chains.

In spite of his latest gesture, Mr Yeltsin and the leaders of Ukraine and Belorussia are unlikely to be able to agree in Minsk about economic and financial structures to protect them from disastrous disruptions to trade and production. Only three weeks after they initiated the commonwealth, they have already adopted economic measures that will harm rather than support each other's economies.

One of the crucial decisions to be made at Minsk by these three republics and the eight others that have since joined the commonwealth is the formation of a banking union to replace the now abolished USSR State Bank (Gosbank). There is deep division between Russia, which now

Page 2

Washington warns on N-missiles

Page 10

Russia's benighted economy

controls the former Soviet Union's central financial structures, and Ukraine on the form of such a banking union.

Russia is pushing for a "weighted" vote on the banking union board to reflect its dominant economy. Ukraine, with other states supporting it, wants a "one republic one vote" system.

The issue is critical because Russia's control of credit and the printing of money means it can starve other republics of funds. These funds will be needed not only for enterprises but also to back up higher prices and wages once Russia and some other republics liberalise prices on Thursday.

To get round this problem, Ukraine and Belorussia are printing coupons as a partial substitute for roubles in their citizens' pay packets. Ukraine decided last week to introduce coupons for 40 to 50 per cent of salary in January, rising to 100 per cent soon.

It is not clear whether Ukraine will liberalise its prices in line with Russia's statement said. Signatories to the statement included Mr Besik Kutateladze, the deputy defence minister and a former supporter of Mr Gamsakhurdia.

Mr Kutateladze said the 400 men under his command would not take part in any civil war. "I support the resignation of Gamsakhurdia," he told reporters. "He has no moral right to be president. But I do not think he will resign... It is quite possible there will be a prolonged war."

Before the communique was issued, Mr Gamsakhurdia was reported to have said he would be prepared to

from Thursday, seek to postpone the measure at today's meeting, or try to delay it if it means when they meet in the Belorussian capital of Minsk today to try to forge their organisation into a coherent body.

The problem is heightened for the Ukraine by the International Monetary Fund view that it will be impossible for Ukraine to introduce its own currency next year as planned. The IMF has advised Ukraine that such a move would take between two and three years.

But if nationalism prevails today, the chances will be slim of avoiding a widespread severing of the links binding the former Soviet enterprises, and a collapse of mutual trade.

Mr Victor Geraschenko, the former Gosbank chairman, who is now heading over his responsibility to the Russian State Bank, yesterday painted a bleak picture of financial collapse if no effective union is created.

Military commanders of commonwealth states have signed an agreement on defence policy and a provisional agreement on a co-ordinating Commonwealth Defence Council. Ukraine, Azerbaijan and Moldova, however, are still going ahead with forming their own military forces. Turkmenia also plans to bring Soviet units stationed in the republic under its control.



President Zviad Gamsakhurdia flanked by a guard in the parliament building yesterday

Fighting flares again to end Tbilisi ceasefire

By Neil Buckley in Moscow

RENEWED violence flared yesterday in Tbilisi, the Georgian capital, as President Zviad Gamsakhurdia refused demands for his resignation from opposition forces and some of his former supporters.

The fighting broke a ceasefire between rebel forces and those loyal to the president of the former Soviet republic that had been partially observed since Saturday evening. Moscow radio said armed opposition units had occupied part of the parliament and government complex where President Gamsakhurdia and his supporters were sheltering. Mr Gamsakhurdia's grip on power appeared to be slipping as some previously loyal political figures and troops joined the opposition in calling for his resignation.

Their joint statement, issued after a Saturday night meeting, said Mr Gamsakhurdia should hand over his powers to Mr Akaki Asatiani, president of Georgia's parliament, in return for safe passage out of the republic.

The armed opposition considers it its duty to declare that President Gamsakhurdia, who has been unable to preserve national agreement, peace and defence of human rights in Georgia, must submit his resignation, the statement said.

Signatories to the statement included Mr Besik Kutateladze, the deputy defence minister and a former supporter of Mr Gamsakhurdia.

Mr Kutateladze said the 400 men under his command would not take part in any civil war. "I support the resignation of Gamsakhurdia," he told reporters. "He has no moral right to be president. But I do not think he will resign... It is quite possible there will be a prolonged war."

Before the communique was issued, Mr Gamsakhurdia was reported to have said he would be prepared to

compromise on some issues - including the holding of new parliamentary elections - but he would not give up the presidency.

Reports from the Georgian capital remained hazy and sometimes contradictory yesterday, as most telephone lines have been cut. The Georgian mission in Moscow said it had received no news from Tbilisi since Friday.

A report from the Georgian Irregulars news agency said that a television announcement by rebel forces in the early hours of yesterday that all Mr Gamsakhurdia's powers had been

transferred to the parliament appeared to be unfounded.

Rebel national guards have been bombarding the parliament for more than a week in an attempt to oust Mr Gamsakhurdia, whom they accuse of being a dictator. Health ministry officials in Tbilisi said on Saturday that at least 51 people had been killed, with 288 wounded. The Interfax agency put the death toll at 70.

The fighting and subsequent fires have seriously damaged the parliament and several other buildings on the capital's main street, Rustaveli Avenue.

Fresh evidence of deep UK recession faces Lamont

By Peter Norman, Economics Correspondent, in London

FRESH evidence of the savagery and depth of Britain's recession will confront Mr Norman Lamont, the chancellor of the exchequer, when he returns to work from his Christmas break today.

Treasury officials now admit there is virtually no chance of the economy matching the government's forecast of 0.5 per cent growth in the second half of 1991, compared with the first six months of the year.

Mr Lamont must also be prepared for possible disturbances on the foreign exchange markets, where the pound has been vulnerable to speculative selling since the Bundesbank's decision before Christmas to raise its key interest rates to levels last seen in the 1930s.

At the end of last week, there was some hope on the UK money market that the government might be able to avoid a damaging rise in bank base rates from their current 10.5 per cent level. But with the key three-month interbank rate just below 11 per cent on

German finance and industry is approaching the new year in a mood of gloom, fuelled by the prospects of sharply slower economic growth, higher inflation and interest rates, and a bitter round of wage bargaining with the trade unions.

Forecasts for the coming year are overwhelmingly cautious or openly pessimistic, in spite of signs that the eastern German economy has hit bottom and begun to recover. Page 2

Friday, there was no prospect of the Treasury being able to engineer a cut in base rates to revive the UK's economy.

The economy's weakness is highlighted by today's report by Dun & Bradstreet, the business information group, which said the rate of business failures in Britain is now running at nearly 1,000 a week.

Bankruptcies and liquidations have risen 65 per cent to 47,777 this year from 28,935 in 1990, marking a record level for company collapses in Britain since Dun & Bradstreet started collecting the data in 1980.

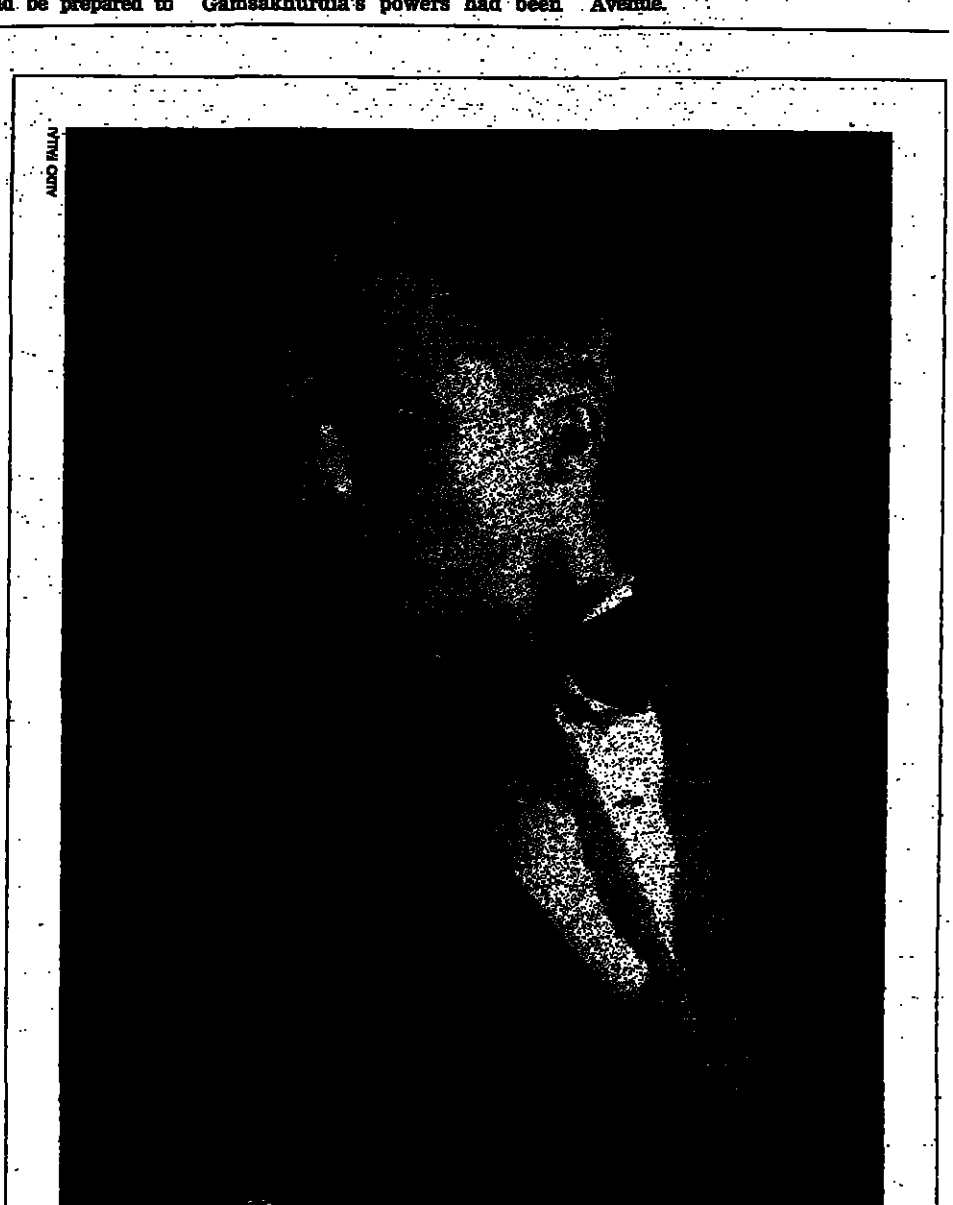
In another survey today, the UK Institute of Directors says confidence about the country's economic prospects has fallen sharply among company directors.

This followed a barrage of gloomy reports at the weekend: ● Manpower, the UK employment services company, forecast a significant worsening in job prospects in the coming quarter.

● An opinion poll in yesterday's London Sunday Times disclosed a sharp reversal in optimism over economic prospects among voters.

● Hopes that the start of the Continued on Page 12

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GIORGIO ARMANI

178, Sloane Street, London

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Carlos Saúl Menem is fizzing with energy and enthusiasm these days, and no wonder. For Argentina, the country of which he has been president for the last two and a half years, has proved the world's most unexpected economic success story of 1991. Page 28

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Top companies by market capitalisation and turnover

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Kenya: Tough economic and political challenges ahead.
● JANUARY 12:
FT Top 500: The leading European and UK companies.
● JANUARY 21:
Egypt: Reaping the benefits of a pro-Western stance.
● JANUARY 28:
FT Traveller Hong Kong: The complete guide to one of the world's most fascinating cities.
● JANUARY 28:
Cheshire: Seeking to encourage a wider spread of wealth.
● JANUARY 24:
Personal Finance Quarterly Review: A pre-election look at 1992 prospects for investors.

1500 1500

INTERNATIONAL NEWS

Pessimism and caution mark economic forecasts

German industry greets new year in grim mood

By Quentin Peel in Bonn

GERMAN finance and industry is approaching the new year in a mood of gloom, fuelled by the prospects of sharply slower economic growth, higher inflation and interest rates, and a bitter round of wage bargaining with trade unions.

Forecasts for the coming year are overwhelmingly cautious, or openly pessimistic, in spite of signs that the east German economy has hit bottom and begun to recover.

Hopes for export-led growth to counter the sudden slowdown in domestic demand - artificially stimulated for the past two years by the German unification process - are being treated with scepticism.

Interviews with leading businessmen and industrialists published yesterday in *Welt am Sonntag*, the conservative Sunday newspaper, showed a common concern at the danger of recession overtaking the German economy, and an underlying fear that the country has lost its appeal to foreign investors.

Mr Karlheinz Kaske, chief executive of Siemens, the elec-

tronics group, said that in spite of strong production growth in 1991 due to demand from east Germany, "the economic outlook for the electronics industry in 1992 must be cautiously assessed as long as the expected international economic recovery remains hesitant."

"The danger exists that domestic demand will begin to crumble away before there is any stimulation in exports," he added. "Much depends on the coming wage round."

The generally gloomy prognoses follow a survey of industrial confidence by the research arm of the German federation of industry, which concluded that the mood in business is at its worst for many years. Thirty of 39 sectors reported declining confidence, with eight reporting no change and only one - whole-sale trade - continuing to take a relatively optimistic view of the coming year, according to the Institute for the German Economy.

Mr Wolfgang Röllner, chief executive of Dresdner Bank, published a commentary on Sunday - entitled: Is a recession

still avoidable? - in which he sharply criticises the Bundesbank's decision to raise interest rates by a half point before Christmas.

"In Germany, a change in mood for the worse is to be feared," he said. "In the third quarter of 1991 a period of economic weakness has begun which is still being underestimated." In spite of this, the central bank had raised its discount rate for the eighth time, and the Lombard rate for the ninth time since 1988. "This behaviour cannot easily be explained."

In his forecast, Mr Helmut Schlesinger, president of the Bundesbank, made it clear the bank was an overriding fear of excessive wage demands and accelerating inflation, outweighing even his fears of recession. He described the slowdown in the economy as "normalisation", insisting it would be for the long-term good. "Germany is only growing together faintly," he said. "This process will be speeded up rather through (policies of) stability, than through wild spending."

France and Iran end contracts row

By Ian Davidson in Paris

THE long-running billion-dollar financial dispute between France and Iran over nuclear power development contracts has formally ended, with an agreement due to be signed by senior officials in Tehran yesterday.

But the settlement has failed to bring about the complete political reconciliation for which the two countries had been hoping, largely because it has been overshadowed by the murder in France last summer of Mr Shapour Bakhtiar, former Iranian prime minister, allegedly at the hands of Iranian assassins.

After the financial settlement - terms of which are confidential - the warming of political relations was due to have been symbolised by an official visit to Iran by France's President François Mitterrand.

But since October, when a French investigating magistrate issued an international

warrant for the arrest of an Iranian official for complicity in the murder of Mr Bakhtiar, prospects for the visit have receded.

The Bakhtiar case has acquired added urgency, as the French authorities have demanded the extradition from Switzerland of an Iranian arrested in Bern last Monday on suspicion of complicity in the murder.

The financial dispute arose from the loan of \$1bn by Iran in 1974 for atomic energy development by the French Atomic Energy Commission (CEA) and Eurodif, the uranium enrichment company. The loan was designed for advance financing of nuclear power plant contracts in Iran, contracts which were broken by the new revolutionary regime after the overthrow of the Shah in 1979.

The diplomatic row between Switzerland and Iran deepened yesterday after airport guards confiscated the passport of one of the Swiss embassy's staff in Tehran and prevented her from boarding a flight home. Renter reports from Bern.

A Foreign Ministry spokesman said Ms Christa Felder, a secretary, had had her diplomatic passport taken away at Tehran airport in what was seen as revenge for the arrest of an Iranian national outside Iran's embassy in Bern last week.

The passport was returned within hours after a protest, but Switzerland's charge d'affaires in Tehran has closed the embassy until further notice.

The French nuclear power construction companies Framatome, Alstom and Spie-Batignolles are reported to have agreed a parallel settlement to their counter-claims against the Iranian state for broken contracts. The size of this settlement, too, remains confidential.

An Iranian demand to be permitted to buy enriched nuclear fuel from Eurodif remains a contentious issue, unresolved by yesterday's settlement.

Iran's government bases its demand on the fact that it has a 10 per cent shareholding in Eurodif. But the French government has blocked the demand, on the grounds that this would infringe the nuclear Non-Proliferation Treaty (NPT), with the clear implication that Iran's only use for enriched nuclear fuel would be the manufacture of nuclear weapons.

US warns ex-Soviet states about N-weapons

By George Graham in Washington

MR RICHARD CHENEY, the US defence secretary, has warned states of the former Soviet Union they must stop the production and deployment of new nuclear missiles if they are to win US confidence.

"We still see - even at this late date, even with their coming out of the political structure having been totally changed dramatically just in the last few weeks - we still see on-going efforts inside the former Soviet Union to produce more nuclear weapons, to deploy new ballistic missiles targeted against the US," he said in an interview with *Cable News Network*.

Mr Cheney said, however, he was "reasonably confident" the nuclear arsenal "remained under central control."

His warning comes as the administration puts the finishing touches to its 1992-93 budget proposals, and as pressure mounts from both Democrats and some Republicans for money to be shifted from defence to domestic spending.

Overall, discretionary defence spending is capped at \$295bn next year under budget rules worked out in 1990, but administration officials have floated the possibility of cutting a further \$50bn over the next five years.

Mr Cheney said, however, he was "reasonably confident" the nuclear arsenal "remained under central control."

Both Mr Gerhard Stoltenberg, defence minister, and Mr Hans Dietrich Genscher, foreign minister, voiced their fears in weekend interviews, focused above all on tactical nuclear weapons and on the export of nuclear weapons technology.

In a radio interview, Mr Genscher said the west should immediately "propose" the destruction of all nuclear artillery and short-range nuclear missiles. "Which are the most difficult to control."

Earlier, he called for the rapid inclusion of all the ex-Soviet republics within the Conference on Security and Co-operation in Europe structure, in order to ensure the building of a "common security space" in Europe.

Mr Stoltenberg said in an interview with a Sunday newspaper that today's negotiations between the republican leaders in Minsk had to provide urgent clarification above all on control of tactical nuclear arms.

He also expressed concern about Soviet nuclear expertise being used at the disposal of would-be nuclear powers outside the present nuclear club.

UN talks lift El Salvador peace hopes

PRESIDENT Alfredo Cristiani of El Salvador yesterday met Mr Javier Pérez de Cuellar, UN secretary-general, to discuss UN-mediated talks aimed at ending his country's 12-year civil war. AP reports from New York.

Mr Cristiani's presence raised hopes the talks could conclude quickly, with a permanent ceasefire agreed.

The president arrived in New York at the request of Mr Pérez de Cuellar and rebels of the Farabundo Martí National Liberation Front (FMLN). Before leaving for New York, Mr Cristiani said the UN had told him he had received "certain confidential promises from the FMLN that... can give a final push to [the peace] process."

The FMLN has charged that El Salvador's "right-wing government" is taking advantage of the rebels' unilateral ceasefire and has not been negotiating seriously.

Italian parties clinch budget deal

By Robert Graham in Rome

ITALY'S 1992 budget was finally approved over the weekend after nearly three months of hard political bargaining, thus avoiding a temporary budgetary regime which would automatically have come into force on January 1.

It is only the ninth time in 43 years that the budget has been approved within the statutory period and it needed a special senate session, called despite the Christmas recess.

To achieve agreement, the four-party Christian Democrat-led coalition government had to omit controversial legislation speeding privatisation.

This legislation, to be debated early in the new year, is essential for the 1992 budget calculations. Income from privatisation is projected to account for a quarter of the complex package of new receipts and spending cuts intended to hold the public sector deficit down to 128,000bn (\$107bn), equivalent to 10.5 per cent of GDP.

The political parties, aware that elections could come as early as the spring, have been split over plans to allow state companies to have of their assets and whether or not to permit majority stakes to be held in private hands. President Francesco Cossiga over the weekend threatened to invoke his authority to refuse to endorse the budget unless the full privatisation plans were approved.

Even without the threat of his veto, serious doubts remain over the government's capacity to introduce privatisation rapidly. The 1991 budget envisaged receipts of 16,000bn from privatisation; but so far, less than half has materialised, largely due to slow progress in selling off two state banks.

Parretti faces tax charges

MR Giancarlo Parretti, the Milan financier who graduated to the role of winner in the brief control of MGM, the Hollywood film studio, is due to appear in a Sicilian court today facing a string of charges of alleged tax fraud and illegal money transfers, writes Robert Graham.

Mr Parretti was arrested on Friday at Rome's Fiumicino airport where he was about to board a privately chartered jet bound for Tunis. He has been held in custody near Syracuse in Sicily.

According to the Guardia di

Finanza, Italy's financial police, 13 companies controlled by Mr Parretti in Italy are under investigation for alleged unpaid taxes of 1,190.5bn (\$159.8bn), for valued added tax evasion of 1,501.1bn and illegal transfers abroad of 1,293.3bn over the past five years.

This is the fourth time Mr Parretti has been held in an Italian jail. The first dates back to 1981 when he was detained for 26 days over matters relating to the books of a local Sicilian football club which he was running.

Agreement on the budget was stimulated by awareness that Italy had to begin to tackle its public finances in the wake of the Maastricht summit if it was to meet the essential targets for economic convergence within the European Monetary Union. This was the first Italian budget directly monitored by Brussels and received the EC Commission's grudging approval.

Even so, it represents only a modest attempt to contain Italy's growing public sector deficit, most of which is accounted for by services of the country's enormous debt, now over 103 per cent of GDP. The measures also fail to take account of last week's increase in the official discount rate from 11.5 per cent to 12 per cent in line with the rise in German interest rates. The increase is expected to add a further 1,650bn to treasury needs in 1992.

On the fiscal side, the main feature of the 1992 budget is a large tax amnesty, whereby unpaid taxes dating back to 1986 need only be paid at 15-20 per cent of the original demand. This controversial pardon, the second large one in under 10 years, has been compensated for by a loosening of the previously protective laws on bank secrecy. Meanwhile, income taxes will be raised 1 per cent for all those earning over 1.4m a year.

The government's 1992 tax calculations are based on an economy growing at 2.3 per cent when all the indicators suggest Italy is still experiencing a recession. Equally, with inflation still running at above 6 per cent a year, the aim of lowering inflationary levels below 5 per cent remains questionable.



US Congressman Jim Moody examines a captured Croatian mortar during a tour of a Serbian training camp

UN envoy continues diplomatic efforts to halt fighting

Missiles 'fired against Croatian capital'

By Our Foreign Staff

THE Croatian town of Karlovac came under Yugoslav army attack yesterday for the seventh consecutive day, coinciding with unconfirmed Croatian reports that the Yugoslav army had used surface-to-surface missiles in attacks on the suburbs of Zagreb at the weekend.

It would be the first use of such weapons in the six-month fighting continued as Mr Cyrus Vance, the UN envoy, arrived in Lisbon for talks

today with Mr João de Deus Pinheiro, the Portuguese foreign minister, and Lord Carrington, chairman of the European Community's Hague peace conference on Yugoslavia.

On January 1 Portugal takes over the revolving six-month presidency and with it responsibility for co-ordinating EC policy towards Yugoslavia.

The Croatian High Command said six missiles had hit Turpolje, an area

about 20km south of the capital, but declined to give details of casualties or damage, saying only that the rockets had been aimed at "interesting targets". Several Croatian army units are known to be in Turpolje.

The Belgrade-based Tanjug news agency briefly noted that the rockets had been fired from Zagreb, but said there was no official confirmation they were caused by missiles.

A duty officer at the Karlovac crisis centre told Reuters that yesterday's

artillery attack on the town was launched from three federal army barracks about 5km south of the town, which commands routes to the south-west. "We had negotiations with the army to evacuate these barracks but they don't want to leave," he said.

Croatian military sources said defensive lines in the region of Nova Gradiska, further to the south-east, were also under artillery fire.

Letter from Croatia, Page 10

US retaliates against Canada in beer dispute

THE US has announced plans for punitive duties on imports of Canadian beer in retaliation at discrimination against foreign beers by provincial liquor boards.

The decision threatens to turn the dispute into open trade warfare which could savage US sales of popular Canadian brands such as Molson and Moosehead.

Mr Julius Katz, the US Deputy Trade Representative, said his office had decided to impose substantially increased duties on Canadian beer no

later than April 10, because Canada had failed to remedy the discrimination against foreign beers by provincial liquor boards.

The decision follows suits by Stroh Brewery and G. Heileman Brewing, which complained about the ban on selling imported beer in privately-owned beer and wine stores in Canada and about distribution fees charged by provincial liquor stores.

A panel of the General Agreement on Tariffs and Trade (GATT) ruled earlier this year that the Canadian prac-

tices were contrary to GATT regulations.

Canada, however, has its own complaints against US beer.

The Canadian government found this year that Stroh and Heileman, as well as Pabst Brewing, were dumping their beer in Canada.

GATT has also agreed to investigate a Canadian complaint that US federal and state laws discriminate against imported beer, wine and cider through taxes, labelling requirements and distribution rules.

Mr Katz said the US would continue to consult with the Canadian government in an effort to obtain an agreement to eliminate the unfair trade practices so that the implementation of the retaliatory duties would not be needed.

The US Trade Representative's office will calculate the level of duty in line with its estimate of the damage caused to US brewers by the Canadian discrimination.

Canada is the second largest exporter of beer to the US, after the Netherlands, with sales of around \$150m a year.

Algerian liberals fear fundamentalists' advance

SOME Algerians' anxiety

is growing over the victory of the Islamic Salvation Front (FIS) in the first round of Algeria's first free federal elections was captured in a banner headline on a popular satirical monthly: "The last issue of *El Manchur* before the end."

The Front de Libération National (FLN), which has ruled Algeria since 1962, was routed in the first round of voting on Thursday. Provisional results gave the FIS 187 of the first 206 seats won outright in the 40-seat parliament. Any FLN hopes of containing the FIS were destroyed in recent months by an unseemly trading of insults between Mr Sid Ahmed Ghozali, the prime minister, and Mr Mouloud Hamrouche, his predecessor.

For those most anxious at the FIS victory, three factors may temper their fears. Only 3.5m Algerians out of 13m elig-

Francis Ghiles on a free election that raises many uncertainties

ible to vote cast their ballots for FIS candidates, 1.2m fewer than in the June 1990 municipal elections, which saw the fundamentalists triumph in the first multi-party elections held in Algeria. Moreover, 900,000 people were unable to vote as their electoral cards failed to reach them or their names did not appear on the register.

Finally, the election of at least 50 FIS deputies last Thursday has been referred to the Constitutional Council for alleged fraud. Such accusations have come from the leader of the main lay opposition party, Mr Hocine Alt Ahmed, whose Front des Forces Socialistes (FFS) picked up 26 seats in the first round.

While such factors might affect the final outcome after the second round of voting on

January 16, there is no denying that Thursday's vote confirms the FIS as the most powerful force in Algeria - which has made publishers such as *Abderrahmane Bouchene*, newspapers such as *El Watan*, and *Alger's* *Chaine 3* Radio, institutions which owe their existence to the freedom which the riots of 1989 brought in their wake, feel deeply threatened.

But it remains unclear how FIS leaders will choose to use their new-found power. They have made a series of statements since the vote which amount to something of an Islamic charter. Peoples' tribunals will be set up to judge "traitors": the lay press will be banned; Algerians will have to change their way of dressing; alcohol will be banned; and men who flirt with women

punished. Only women who are orphaned, divorced or widowed will be allowed to work.

Such statements carry considerable weight in a country where individuals have little autonomy when faced with the pressures of family ties, neighbours and tradition. They also confirm the pessimism of some Algerians, especially in the educated middle classes, who may be tempted to leave the country, as at least 100,000 have over the past decade.

If the FIS pursues such policies to the letter, it is likely to meet strong resistance. Mr Chadli Benjedid, Algeria's president, for instance, retains considerable power, has a mandate until the end of 1993 and is unlikely to accede to any FIS demands for

early presidential elections.

An FIS government, assuming it wins a majority of seats after the second round, could insist on appointing one of its men to the interior ministry. The president, however, would still appoint the ministers of defence and foreign affairs, and governor of the central bank.

In a show of moderation, meanwhile, the FIS called last night for reconciliation with its opponents and said it would respect Algeria's international commitments. An FIS leader called on all Algerians to join in tackling the country's problems and played down any prospect of conflict with the army.

The army has since 1988 played honest broker to the democratic process. The defence minister, Gen Khald

Nexzar, has repeatedly made clear it will tolerate neither disorder in the streets nor see the constitution torn up. While a pre-emptive military coup is unlikely, the army may not remain passive in the face of any FIS provocation.

A FIS government would also have to weigh the reaction of neighbouring Tunisia and Morocco, whose leaders are unsettled at possible consequences of last week's vote. These factors augur for considerable uncertainty in the weeks and months ahead, as raising as many questions as answers.

For some, the questions are already unsettling. As the editor of the daily *Le Matin* wrote yesterday, it would be an irony if Algerians were to be "deprived of the freedoms they had gained in October 1988 before they had even had time to taste them".



Chadli: has mandate to the end of 1993

Shamir up build occupied

By Hugh Carnegie in Jerusalem

MOST NEW Israeli government house buildings planned for next year in the occupied West Bank, says a senior Israeli official. The decision, he says, is a sign of the government's determination to build a permanent infrastructure in the occupied territories. The official said that the government had decided to build a new government house in the West Bank, a move which would be a significant step towards the establishment of a permanent infrastructure in the occupied territories. The official said that the government had decided to build a new government house in the West Bank, a move which would be a significant step towards the establishment of a permanent infrastructure in the occupied territories.

Mandel Rhodes

By Our Foreign Staff

MR NELSON MANDELA, president of the African National Congress, will visit the United Kingdom in the next few days, according to a spokesman for the ANC. The visit is expected to be a significant event, as it marks the first time that Mr Mandela has visited the UK since his release from prison in 1990. The spokesman said that Mr Mandela would be accompanied by a delegation of ANC leaders and would spend several days in the UK, during which he would meet with British officials and members of the public. The visit is seen as a key part of Mr Mandela's efforts to build bridges between South Africa and the rest of the world.

Country	1990	1991
USA	5.8	5.8
West Germany	5.2	5.2
France	4.2	4.2
UK	2.4	2.4
Japan	-0.3	-0.3
Italy	2.8	2.8
Spain	5.8	5.8
Sweden	5.2	5.2
Belgium	-0.5	-0.5
Netherlands	-1.3	-1.3
Australia	4.9	4.9
Canada	5.2	5.2
South Korea	2.5	2.5
India	-0.2	-0.2
China	1.8	1.8
South Africa	-2.5	-2.5
Argentina	6.4	6.4
Brazil	3.4	3.4
Mexico	3.0	3.0
Colombia	3.0	3.0
Venezuela	4.0	4.0
Peru	2.4	2.4
Chile	1.1	1.1
Ecuador	-0.5	-0.5
Guatemala	2.2	2.2

Source: UNCTAD, 1991. Figures are in % and refer to the growth rate of GDP.



مكتبة الأصيل

INTERNATIONAL NEWS

Shamir to step up building on occupied lands

By Hugh Carnegie in Jerusalem

MOST NEW Israeli government house building planned for next year is to be sited in the occupied West Bank and Gaza Strip. This, says a senior government official, has been agreed to by off-the-record talks between the 1992 budget by extreme right-wing coalition parties.

The decision flies in the face of repeated demands by the US, the Palestinians and Arab states that Israel halt settlement activity which they say is an obstacle to current Middle East peace talks. It is also likely to complicate further Israeli aid from the US, as loan guarantees to help finance mass Jewish immigration from the former Soviet Union.

Two right-wing factions, Tehiyah and Moledet, won agreement last week from Mr Yitzhak Mordechai, the finance minister, to spend more than originally budgeted on settlements, including a promise to build an extra 5,000 houses. The official told local reporters yesterday that in order to avoid incurring extra expenditure, the 5,000 would be taken out of the total planned new housing starts for the whole country of 7,500.

An additional 12,500 housing starts will take place in 1992, mostly in Israel proper, but

Two more ministers resign in Kenya

PRESIDENT Daniel arap Moi's election prospects suffered a further blow yesterday as two more ministers resigned. Five have now quit since the ban on opposition to the ruling Kenya party was lifted earlier this month, writes Our Foreign Staff.

Mr George Muhoho, minister for research, science and technology, and a son-in-law of the late President Jomo Kenyatta, and Mr James Njenga Karume, a deputy minister, said they had resigned because of "mismanagement" of the economy and what they alleged was a cover-up of the murder last year of Mr Robert Ouko, then foreign minister.

Mr John Gachui, a deputy agriculture minister, quit on Saturday. Mr Mwai Kibaki, health minister and former opposition leader, also resigned earlier last week. The resignations followed President Moi's dismissal of Mr Peter Aloo Aringo, manpower minister and Kanu chairman, who had called for reforms in the party.

Anger over Indian grain price rises

The minority Indian government of Mr V. Narasimha Rao was sharply attacked by political opponents yesterday for raising the prices of food grains released through the public distribution system. K K Sharma reports from New Delhi.

Wheat and rice prices were increased by 20-30 per cent at the weekend in an attempt to check the growing budget deficit. The government is committed to reducing the fiscal deficit this year to 6.5 per cent of gross domestic product and to 5 per cent next year as part of its commitment to the International Monetary Fund which has given India a \$2.2bn standby credit.

Despite efforts to reduce government expenditure and increase tax revenues, the target of reducing the fiscal deficit is fast receding.

Pakistan rape case defendant cleared

A Pakistani judge yesterday cleared President Ghulam Ishaq Khan's son-in-law of blame in the alleged gang-rape of a friend of opposition leader Benazir Bhutto. Reuters reports from Karachi.

An inquiry report by judge Abdul Rahim Kazi of the Sindh province high court also ruled out any political motive in last month's alleged assault, which sparked widespread protests by opposition and human rights groups. But the report blamed official investigation agencies for "culpable omissions and negligence".

Bush bangs the trade drum

George Graham previews the president's belated trip across the Pacific

PRESIDENT George Bush cancelled his long-planned visit to the Far East in November in a moment of panic after his hand-picked candidate had lost heavily in a Senate by-election in Pennsylvania. The trip had to be hastily rescheduled to placate his irritated hosts, but his departure today for a 12-day tour of Australia, Singapore, South Korea and Japan has now taken on a very different hue.

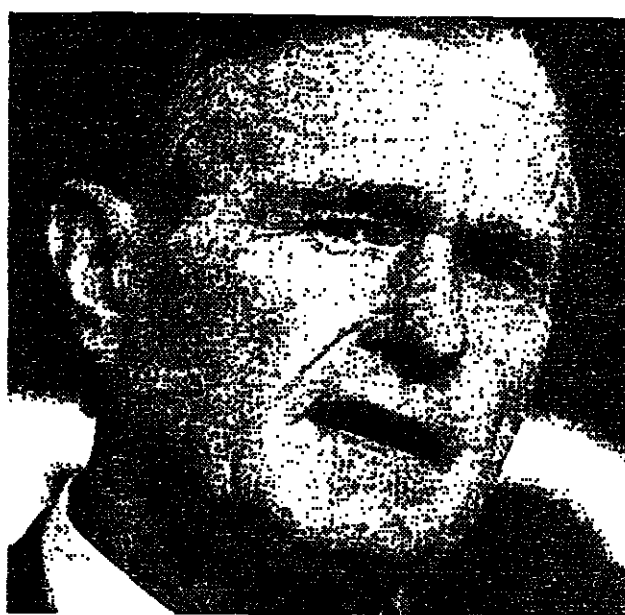
Initially framed as an opportunity to reassert the US's long-term commitment to the Pacific region, despite its reduced military presence, the visit has been transformed into a trade mission.

Scared by polls showing that most US voters believe President Bush pays too much attention to foreign policy and not enough to the domestic economy, the White House has sought in recent weeks to paint all the president's foreign travels as job-creation schemes.

Mr Bush himself never tires of repeating his favourite metaphor: the US is a manufacturing superpower. Factured exports equals 20,000 new jobs. But this has never been more belaboured than in the case of next week's trip to Japan.

For the first time, an American president will take with him on a state visit a retinue of corporate leaders - including the heads of the big three US carmakers and executives from motor parts, electronics and financial services companies.

Mr Bush says he will insist "very, very forcefully" on fair trading opportunities for US goods in the countries he will



George Bush: trip transformed into trade mission

visit. But cynics contend that he is going to Japan because he has neither the time nor the inclination to go to New Hampshire to campaign against his Republican primary challenger, Mr Patrick Buchanan.

In this last sector, the president's party is expected to tackle in Japan are semiconductor, cars and car parts, pulp and paper products, glass for the construction industry, and machine tools.

In the last sector, Mr Bush signalled on Friday that his domestic political worries have not turned him into an out-and-out protectionist. He announced a two-year phasing out of curbs on machine tools

imported from Japan and Taiwan. The political danger for Mr Bush is that he is unlikely to obtain enough immediate concessions from the Japanese to wave as a trophy on his return.

This danger is aggravated by his retinue of businessmen, many of whom, such as Chrysler's Mr Lee Iacocca, are more interested in building impediments to Japanese exports than in access to Japanese markets.

Although Japanese officials have said they are considering measures to reduce their country's car exports to the US - the motor sector accounts for three-quarters of the US

consensus that Australia has too small a population and is too near potential centres of Asian instability to risk alienating the US.

Nevertheless, Mr Keating will seek assurances on three difficult trade issues: an end to the US export enhancement programme, which subsidises the disposal in world markets of excess US grain production; Australia's government acceptance of the programme to defend US farmers from the effects of subsidised exports by the European Community, but it believes US leaders do not appreciate the harm being done to Australia's unsubsidised grain industry in third markets.

Greater access to the US market. Many Australian agricultural products are subject to import restrictions which come into force when US domestic production exceeds a pre-arranged trigger point. The effect is to protect the prices received by US farmers, while reducing the incomes of Australian producers and raising prices paid by US consumers.

Continued US support for the drive to achieve free trade in agricultural goods, which has been led by the 14-member Cairns Group of agricultural producing nations, chaired by Australia.

trade deficit with Japan. Their US counterparts are wary of predicting success on this front.

Japan's shipments to the US have declined over the past four years to around 1.75m cars a year, well below its 2.3m voluntary export ceiling, as US-based assembly plants have displaced imports.

Mr Bush, who remains a free trader by instinct, is unlikely to be able on his Asian tour to outbid either the Democrats in Congress, who last week announced plans for legislation to curb imports of Japanese cars if the US trade deficit with Japan does not narrow, or his travelling companions such as Mr Iacocca.

Trade frictions with Japan have largely eclipsed the political and security concerns that were originally to be at the centre of Mr Bush's conversations, and will largely overshadow the Australian, Singaporean and South Korean legs of his tour. US officials say these aspects of the tour will still be important.

Said one administration official: "The US is and will remain a Pacific power and the president's trip is an effort to demonstrate that we believe that to be the case and that, contrary to what you may hear here and there, we are not leaving the region."

Nevertheless, the administration has come in for criticism for concentrating on the economic relationship with Japan and neglecting the shifting strategic relationship, just when the collapse of the Soviet Union has altered the balance of power in the Pacific and when Japan is debating its military role in the world.

Farming tops Australian agenda

The US president will face mass protests in Canberra, writes Kevin Brown

Both governments are considering final proposals put forward by Mr Arthur Dungey, chairman of the General Agreement on Tariffs and Trade, for completing the Uruguay Round of trade negotiations. Australia will want to be sure that the US remains committed to the principle of free trade, even if it cannot be achieved in the current round.

In case these points are missed by Mr Bush, thousands of farmers and their families will rally in Canberra on Thursday, the same day as the US president meets Mr Keating. Although the demonstrations are intended to be peaceful, emotions are running high, and there have been several outbreaks of violence since a deep recession took hold of rural Australia in the middle of last year.

In the worst incident, an unidentified "Farmers' Strikeforce" cut an isolated railway line near Geraldton in Western Australia, nearly derailed a goods train. Farmers have also blocked roads into Perth, and broken into the US satellite trading station at Yarragadee.

There is little chance Canberra will listen to the farmers, not least because the military bases are as important to Australia's ability to monitor regional developments as they are to the global US defence effort. Nevertheless, the continued friction between Washington and Canberra on agricultural trade issues does have the potential to sour an otherwise close relationship. That is an outcome which both governments want to avoid.

Lebanon's economy bounces back

By Lara Marlowe in Beirut

THE PROSPECTS for Lebanon's economy are looking increasingly bright as the country completes its first peaceful year in 17 years.

Confidence in what was once among the Middle East's most thriving commercial centres has received a series of fillips in recent weeks, not least the liberation of all but two of the western hostages.

That alone is likely to encourage western bankers and businessmen to return to the country where local officials estimate the task of reconstruction after the bloody civil war could cost up to \$4.5bn over the next five years.

The first helping of aid for this purpose was approved by international donors at a World Bank conference in Paris earlier this month. Eleven countries, including several Gulf states, and 12 financial institutions pledged \$700m towards emergency rebuilding.

Although this fell short of Lebanese officials' hopes, the Paris meeting was the first concrete sign that Arab countries might fulfil a promise made in June 1990 to contribute a total of \$2bn towards rebuilding Lebanon.

Moreover, the beneficial effect of statements made in Paris by Mr Carlo Kech-Weser, World Bank vice-president responsible for the Middle East, might prove as significant as the money promised. The Lebanese economy, despite 16 years of war, is fundamentally healthy, he said. "Once confidence [in Lebanon] is restored, the prospects for investment are enormous."

Mr Kech-Weser stressed that the \$700m did not include expected assistance from the World Bank itself, which Lebanese officials hope will contribute up to \$1.5bn in credits over the next three years.

A World Bank fact-finding mission in the autumn estimated that the dividend of peace in Lebanon this year is a rise in output of some 30 per cent this year, largely from the lively private sector.

Of the early investors in Lebanon's rehabilitation, Saudi Arabia has helped most. The kingdom has financed improvements in Beirut's roads and refuse collection, and bought Lebanese treasury bills.

In October, the Bank of Kuwait and the Arab Development Fund contributed a combined \$101m to restoring Lebanon's electricity network. But the government says it needs at least \$200m for the project, which is behind schedule.

Italy has taken the lead among European countries, signing a \$120m aid and loan package at the end of November. The Italian government has also made available \$80m in past unused credits and is said to be considering a further \$150m in assistance.

Mandela hints at 'Rhodesia option'

By Our Foreign Staff

MR NELSON MANDELA, president of the African National Congress, will consider guaranteeing white seats in parliament for a limited period to allay white fears about black majority rule in South Africa, a Johannesburg newspaper reported yesterday.

He told the Sunday Star he would never compromise on majority rule. But he added: "The only compromise one could think of is something like what happened in Zimbabwe, where we are able to say we guarantee that so many seats will be held by whites."

Although the ANC leader has said he favours a coalition government for the first years of post-apartheid South Africa, this is the first time he has raised a parallel with the Zimbabwe (formerly Rhodesia) independence constitution, drawn up at the 1979 Lancaster House talks chaired by Britain.

That constitution envisaged a post-independence transition which guaranteed a bloc of 20 white seats in a 100-member parliament. This allowed the country's minority racial group effectively to veto certain constitutional changes for between

seven and 10 years. When this period ended last year, the white bloc was abolished.

Elaborating on his reply, Mr Mandela said: "I wouldn't necessarily be against that as an individual. Whether the organisation [ANC] would accept it I don't know, but that is the type of compromise one could think of to allay the fears of minorities."

He added: "The correct strategy will be not to write it into the constitution but to have a separate agreement. But that agreement would have to be in writing for a limited period of time."

President F W de Klerk, however, has already ruled out "the Rhodesia option", arguing that there is no comparison with South Africa, and stressing that any constitutional settlement must be based on a permanent and significant political role for the governing National Party.

The ANC leader reiterated his misgivings about a proposal by President de Klerk that a new constitution be drafted by a multiracial parliament, including blacks for the first time.

INTERNATIONAL ECONOMIC INDICATORS: NATIONAL ACCOUNTS

This table shows the growth rate of GNP/GDP in constant prices, plus a percentage breakdown of the components of the current price series.

UNITED STATES						JAPAN						GERMANY						FRANCE						ITALY						UNITED KINGDOM							
Year	GNP	Private Cons.	Private Invest.	Govt. Invest.	Net Exports	Year	GNP	Private Cons.	Private Invest.	Govt. Invest.	Net Exports	Year	GNP	Private Cons.	Private Invest.	Govt. Invest.	Net Exports	Year	GNP	Private Cons.	Private Invest.	Govt. Invest.	Net Exports	Year	GNP	Private Cons.	Private Invest.	Govt. Invest.	Net Exports	Year	GNP	Private Cons.	Private Invest.	Govt. Invest.	Net Exports		
	as % of GNP	as % of GNP	as % of GNP	as % of GNP	as % of GNP		as % of GNP	as % of GNP	as % of GNP	as % of GNP	as % of GNP		as % of GNP	as % of GNP	as % of GNP	as % of GNP	as % of GNP		as % of GNP	as % of GNP	as % of GNP	as % of GNP	as % of GNP		as % of GNP	as % of GNP	as % of GNP	as % of GNP	as % of GNP		as % of GNP	as % of GNP	as % of GNP	as % of GNP	as % of GNP		
1965	5.8	62.5	16.5	19.6	1.4	5.8	58.7	31.6	8.2	1.4	5.3	56.1	28.4	15.2	0.3	4.8	59.6	24.9	14.5	1.0	3.2	62.1	24.0	13.4	2.2	2.2	64.5	19.7	16.7	-1.0	1965	5.8	62.5	16.5	19.6	1.4	
1966	5.8	61.7	16.7	20.5	1.0	10.5	58.0	32.4	8.0	1.8	2.9	56.3	28.5	15.4	1.7	5.2	59.8	25.7	14.4	0.3	5.8	63.2	23.5	13.2	1.7	2.1	64.0	19.2	17.1	-0.2	1966	5.8	61.7	16.7	20.5	1.0	
1967	5.2	61.8	15.4	22.0	0.9	10.9	58.5	34.7	7.7	-0.8	-0.2	57.2	29.0	16.2	3.6	4.7	60.9	25.6	13.2	0.3	6.9	63.6	24.4	12.8	1.0	2.8	63.6	15.7	17.8	-1.1	1967	5.2	61.8	15.4	22.0	0.9	
1968	4.2	61.9	15.3	22.1	0.6	12.0	54.9	36.9	7.4	0.8	5.7	56.3	24.5	15.5	3.7	4.4	61.0	25.1	13.8	0.1	6.3	62.8	24.9	12.9	2.0	4.2	63.1	20.4	17.5	-0.9	1968	4.2	61.9	15.3	22.1	0.6	
1969	2.4	62.0	15.9	21.5	0.6	12.1	53.7	37.7	7.3	1.3	7.6	55.3	26.2	15.6	2.9	7.2	60.9	26.1	13.8	-0.6	5.9	62.2	26.1	12.6	1.4	1.3	62.7	19.9	17.1	0.3	1969	2.4	62.0	15.9	21.5	0.6	
1970	-0.3	63.0	14.7	21.5	0.8	10.3	52.4	38.1	7.4	1.0	4.9	54.6	27.6	15.7	2.1	5.6	57.6	26.9	15.0	0.5	5.2	62.4	27.0	12.2	0.4	2.4	62.7	19.5	17.5	0.8	1970	-0.3	63.0	14.7	21.5	0.8	
1971	2.8	62.7	15.6	21.1	0.6	10.4	53.8	38.5	7.9	2.6	3.0	54.5	28.7	15.9	1.9	4.8	57.2	26.2	15.2	1.1	1.8	62.3	25.3	13.8	0.9	2.3	63.8	17.7	1.3	1.3	1971	2.8	62.7	15.6	21.1	0.6	
1972	5.0	62.5	16.7	20.6	0.3	8.3	54.0	35.1	8.1	2.2	4.4	54.4	28.9	15.3	7.1	2.2	5.4	58.2	26.8	15.2	1.0	3.0	62.5	24.5	14.3	0.7	2.5	63.3	18.6	18.3	-0.2	1972	5.0	62.5	16.7	20.6	0.3
1973	5.2	61.6	17.6	19.8	1.2	7.7	53.7	38.1	8.2	0.0	4.9	53.9	29.2	17.7	3.1	5.4	56.8	27.2	15.1	0.9	7.0	62.3	27.1	13.8	-1.9	7.9	62.7	21.9	18.0	-2.5	1973	5.2	61.6	17.6	19.8	1.2	
1974	-0.5	62.2	16.4	20.3	1.1	-0.8	54.5	37.5	8.0	-1.0	0.2	54.2	28.1	19.3	4.5	3.1	57.2	28.1	15.7	-1.0	4.4	62.7	28.5	13.4	-4.1	-0.9	63.4	21.9	18.7	-2.0	1974	-0.5	62.2	16.4	20.3	1.1	
1975	-1.3	63.4	13.7	21.0	1.9	2.9	57.2	32.8	10.0	-0.0	-1.3	56.7	19.8	20.4	3.1	-0.3	56.4	23.5	15.9	-0.2	-0.7	62.7	28.5	13.4	-1.1	1.7	64.1	18.4	21.6	-1.8	1975	-1.3	63.4	13.7	21.0	1.9	
1976	4.9	63.3	15.6	20.0	1.1	4.2	57.5	31.9	9.9	0.7	2.7	57.1	19.8	19.7	2.4	3.2	57.9	24.5	17.5	0.1	1.9	61.9	24.9	13.8	1.0	1.1	58.7	19.8	20.0	0.6	1976	4.9	63.3	15.6	20.0	1.1	
1977	4.2	63.2	17.3	19.5	0.1	4.8	57.7	30.8	9.8	1.6	3.5	56.4	21.0	19.6	3.0	3.4	57.6	23.2	17.9	1.3	2.7	61.4	23.5	14.1	2.1	3.5	59.7	19.4	19.7	1.2	1977	4.2	63.2	17.3	19.5	0.1	
1978	5.3	62.4	18.5	18.9	0.2	5.0	57.6	30.9	9.7	1.8	3.5	56.4	21.0	19.6	3.0	3.2	57.6	23.2	17.9	1.3	2.7	61.4	23.5	14.1	2.1	3.5	59.7	19.4	19.7	1.2	1978	5.3	62.4	18.5	18.9	0.2	
1979	2.5	62.5	18.1	18.7	0.7	5.6	58.7	32.4	9.7	-0.8	4.1	56.0	23.3	19.6	1.1	4.9	61.0	24.3	14.4	1.0	4.9	61.0	24.3	14.4	1.0	2.3	60.5	19.6	20.3	0.3	1979	2.5	62.5	18.1	18.7	0.7	
1980	-0.2	63.4	18.0	19.4	1.2	3.5	56.9	32.2	9.8	-0.9	1.1	56.6	23.4	20.2	-0.1	1.6	60.4	24.2	18.1	-1.2	3.6	62.3	27.0	15.0	-4.2	-1.9	60.0	18.8	21.0	2.1	1980	-0.2	63.4	18.0	19.4	1.2	
1981	-1.9	62.7	16.9	19.3	1.1	3.4	55.3	31.2	9.9	0.6	0.2	57.0	20.7	20.1	1.2	1.2	60.4	21.9	19.1	-1.0	0.9	62.3	24.7	16.2	-3.3	-1.0	60.6	15.0	21.6	2.8	1981	-1.9	62.7	16.9	19.3	1.1	
1982	-2.5	64.6	14.1	20.3	0.8	3.4	59.4	29.9	9.9	0.8	-1.2	57.6	19.3	20.5	2.5	2.6	60.4	21.9	19.1	-1.0	0.3	62.8	25.5	16.3	-2.6	1.3	61.0	15.6	21.8	1.8	1982	-2.5	64.6	14.1	20.3	0.8	
1983	3.6	65.9	14.7	19.8	-0.8	2.8	60.1	28.0	9.9	1.9	1.8	57.3	20.2	19.9	2.4	0.7	60.5	18.9	19.8	-0.2	1.1	62.6	21.7	16.8	-1.0	3.8	61.2	15.4	21.5	0.8	1983	3.6	65.9	14.7	19.8	-0.8	
1984	6.8	64.4	17.6	19.5	-1.6	4.3	58.4	28.0	9.8	2.9	3.0	56.8	20.1	19.9	3.2	1.3	62.3	20.0	19.5	-0.2	0.8	62.0	20.5	16.8	-1.8	1.6	61.4	17.3	21.5	-0.2	1984	6.8	64.4	17.6	19.5	-1.6	
1985	3.4	65.5	16.0	20.4	-1.9	5.1	58.7	28.0	9.5	3.7	2.1	56.4	19.5	19.9	4.1	2.3	60.2	19.6	19.2	1.0	2.5	62.4	20.7	16.5	0.4	4.0	63.0	17.0	20.7	-0.7	1985	3.4	65.5	16.0	20.4	-1.9	
1986	3.0	66.6	16.8	19.5	-1.1	2.7	58.7	28.0	9.5	3.7	2.1	56.8	19.5	19.9	4.1	2.3	60.6	20.1	19.1	0.1	3.0	62.5	20.7	17.0	-0.3	4.6	62.8	17.9	20.7	-1.1	1986	3.0	66.6	16.8	19.5	-1.1	
1987	3.0	67.2	16.5	19.4	-3.1	4.3	58.4	28.4	9.4	3.8	1.4	55.3	19.2	19.8	5.6	2.3	60.2	19.2	19.6	1.0	2.6	62.4	20.7	16.5	0.4	4.0	63.0	17.0	20.7	-0.7	1987	3.0	67.2	16.5	19.4	-3.1	
1988	4.0	67.2	16.2	18.7	-2.2	6.3	57.6	30.4	9.1	2.9	3.5	54.7	20.0	18.6	5.8	4.2	60.0	21.1	18.8	0.1	4.2	61.9	21.4	17.7	0.8	4.2	61.9	18.5	20.6	-1.1	1988	4.0	67.2	16.2	18.7	-2.2	
1989	2.4	67.0	16.0	18.5	-1.6	4.8	57.3	31.5	8.1	2.1	3.5	54.7	20.0	18.6	5.8	4.2	60.0	21.1	18.8	0.1	4.2	61.9	21.4	17.7	0.8	4.2	61.9	18.5	20.6	-1.1	1989	2.4	67.0	16.0	18.5	-1.6	
1990	-1.1	67.7	14.5	18.9	-1.3	6.3	57.0	32.6	8.0	1.4	4.7	53.5	19.1	18.2	6.4	2.5	60.0	21.8	18.3	-0.0	2.0	64.3	19.3	17.0	-0.5	1.1	63.4	19.1	19.9	-2.5	1990	-1.1	67.7	14.5	18.9	-1.3	
1991	-0.5	68.1	13.9	19.1	-1.1	4.5	56.3	33.5	8.8	2.0	3.2	52.6	22.2	17.6	6.7	2.1	60.1	21.4	18.5	-0.0	1.0	64.9	18.9	16.9	-1.0	-1.2	63.5	17.2	20.6	-1.4	1991	-0.5	68.1	13.9	19.1	-1.1	
1992	-3.3	68.2	14.5	18.6	-1.3	2.4	56.9	32.8	8.8	2.3	1.6	50.9	23.8	17.4	6.8	2.1	60.0	21.3	18.4	-0.3	2.0	65.3	18.9	16.8	-0.8	-2.9	63.5	17.3	20.9	-1.7	1992	-3.3	68.2	14.5	18.6	-1.3	

UK NEWS

Institute of Directors survey

Rise in orders fails to dispel bleak outlook

By Peter Norman, Economics Correspondent

BRITAIN'S company directors are less optimistic about the outlook for the economy and their own companies despite improvements in their orders, profits and business volume during the past two months.

The latest bi-monthly survey of business opinion from the Institute of Directors found a sharp fall since October in the proportion of directors feeling more optimistic about the economy. A telephone poll of a random sample of 800 directors taken in the first two weeks of this month showed that only 37 per cent were more optimistic about the UK economy than six months earlier compared with 52 per cent in October.

The proportion of directors who were less optimistic than at mid-summer increased to 30 per cent from 18 per cent in the 10th previous poll.

Similarly, directors were less hopeful about their own companies' prospects with only 48 per cent saying that they were more optimistic compared with 56 per cent in October. The proportion of those who are less optimistic about their companies' prospects rose from 12 per cent in October to 18 per cent this month.

On the other hand, 64 per cent of directors said their companies were doing "very or fairly well" compared with 59 per cent in October, a development that the IOD attributed to increased profits, business volume and orders.

The number of directors reporting an increase in orders rose to 38 per cent in the latest survey from 34 per cent in October and 30 per cent in August while the proportion reporting a fall dropped to 33 per cent from 43 per cent and 43 per cent respectively.

Similarly, 37 per cent of directors reported profits up on six months ago compared with 33 per cent in October while the proportion reporting falling profits dropped to 36 per cent from 41 per cent.

The number of directors reporting rising business volume increased to 42 per cent in December from 37 per cent in October and 33 per cent in August.

For the first time this year, more directors (42 per cent) reported business volume up on six months ago than reported it down (36 per cent). However, investment has slowed while the outlook for jobs is bleak.

Business failures increase

By Peter Norman, Economics Correspondent

The number of business failures in Britain increased by 65 per cent this year to 47,777, with the rate of collapse quickening in the final quarter of 1991. Dun & Bradstreet, the business information group, said.

According to figures published today, 895 companies have gone out of business each week in the past three months compared with 900 a week earlier in the year.

The 47,777 total of failures is the highest level recorded by Dun & Bradstreet since it started to keep business failure

statistics in 1980. Last year, business failures reached their previous record level of 28,935 after increasing sharply from 16,632 in the boom year of 1988.

In the earlier recession years of 1980 and 1981, Dun & Bradstreet recorded 10,650 and 13,200 business failures respectively.

"The really worrying message from these figures is that the situation is getting worse," said Mr Philip Moller, D&B's marketing manager. "Quite clearly well-established companies as well as new ones are going to the wall."

Nissan seeks to lift market share

By Kevin Done, Motor Industry Correspondent

NISSAN MOTOR, Japan's second largest car maker, launches a fresh assault on the UK new car market this week with the opening of a 150-strong nationwide dealer network.

It is seeking to gain 4 per cent of the UK new car market in 1992 with the long-term aim of more than doubling its share to around 10 per cent. It expects to have 250 dealers in operation by August 1992.

The opening of the network marks the climax to its bitter and protracted legal battle with Nissan UK, the privately-owned group which has been Nissan's British vehicle importer/distributor for the last 21 years.

Nissan announced a year ago that it would withdraw the franchise from NUK and Mr Octav Botnar, its embattled 78-year-old chairman, with effect

from the beginning of 1992. It has established a wholly-owned subsidiary Nissan Motor (GB) to replace NUK.

Nissan says its renewed attack on the British market is being supported by many of the leading UK publicly-quoted multi-franchise dealer groups, including Hartwell, Appleyard, Lex Service and the Inchcape subsidiary Mann Egerton, several of which were joining the Nissan franchise for the first time.

Nissan's drastic move to develop a new dealer network signals one of the biggest upheavals seen in the British retail motor market.

It poses a serious long-term challenge to the leading UK car franchises - Ford, Vauxhall, the General Motors subsidiary, and Rover - which will soon face additional pressure from other Japanese car

makers, as Toyota and Honda also seek to expand their sales networks to prepare for the start up of their UK car assembly plants in late 1992.

Nissan's immediate task is to recover ground lost this year through the conflict with its British distributor. Its share of the UK new car market has shrunk to less than 3 per cent in recent months from more than 6 per cent in 1988-89.

The new dealer network, which has been developed in less than 12 months, will open on Wednesday.

A fleet of more than 300 vehicle transporters will begin to move a stock of 10,000 new Nissan vehicles stored in north-east England to dealers, with 3,000 cars to be delivered in the first four days of January.

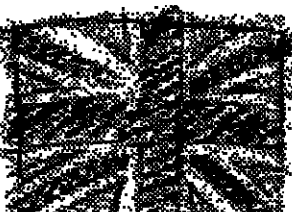
Nissan is planning a £20m advertising campaign in 1992

to restore confidence in the battered franchise, but Nissan customers still face confusion. For several months it is expected that new Nissan cars and light commercial vehicles will be on offer at different prices and with different specifications through two rival dealer networks, one co-ordinated by Nissan itself, and the other controlled by NUK.

NUK claims that it has a stock of about 17,500 cars and 2,500 light commercial vehicles to supply to its own dealer network during the early months of the year. Nissan Motor disputes the figure.

The Nissan upheaval is affecting the entire UK retail motor sector with around 200 dealerships now being forced to seek new franchisees after losing Nissan. Mr Botnar had developed a network of around 380 Nissan dealers at its peak.

BRITAIN IN BRIEF



Tokyo leads office rent league table

London remains the world's most expensive office location after Tokyo, according to Healey & Baker, chartered surveyors. It calculates that the total cost of renting an office including services charges and taxes is about \$20 per sq ft in London. Some agents argue that the fall in London's rents have been so severe that it has ceded its position as the world's second most expensive city to Paris. Surveys agree however that London, Paris and Hong Kong charge the highest office rents after Tokyo, followed by cities like Singapore, Madrid, Frankfurt and Milan.

Recession has hit rents in many of the world's large cities. Exceptions are Berlin, where rents more than doubled over the last year, Frankfurt (up 17 per cent), Brussels (up 14 per cent) and Amsterdam (up 11 per cent). Atlanta, which is due to host the 1996 Olympics, was the only city where rents increased in the US.

Aids drug may reduce deaths

British doctors have discovered a drug which apparently reduces the death rate from Aids, a newspaper has reported. A three-year trial on 300 Aids patients in Britain, Germany and Australia has been halted to allow the control group access to the treatment as well, says a report in the Sunday Times. The drug is Azyclovir, until now prescribed for infections such as herpes and shingles. Used in a cocktail with AZT, the world's first licensed anti-Aids drug, it has apparently cut by half the death rate of patients being prescribed AZT alone. A co-director of the British tests, Dr

Paul Griffiths, professor of virology at north London's Royal Free hospital said the drug had removed the automatic death sentence carried by HIV, the newspaper reported.

Teachers seek distress funds

Teachers aged between 40 and 50 have taken over from sick and elderly as the main applicants for charitable distress funds, a teachers' union has said. The recession, high interest rates, broken marriages and credit card debts are tipping hard-up teachers over the financial brink, according to the Assistant Masters' and Mistresses' Association. Applications to the 185,000-strong union's benevolent fund have doubled in the past three years. Three out of four seeking help are under 60 and the bulk are in their 40s and 50s.

Tax cuts may help health care

Tax breaks are needed to stimulate the growth of private long-term care insurance, says a report published today by the Adam Smith Institute, the economic think-tank. More favourable tax treatment of premiums and benefits would encourage people to buy long-term care insurance which covers the cost of nursing and residential care that may be needed in retirement, says the report which is edited by Dr Kenneth Butler.

Accountability for accidents

Named company directors and managers should be made accountable for workplace accidents, the Institute of Employment Rights says in a report on improving safety at work published today. Those directors and managers found guilty of causing harm to workers should face severe criminal penalties, says the study conducted by the union-backed legal think tank. A "general audit" should also be introduced across industry which would analyse the common causes of accidents. Says the report: "Treating each individual disaster as an unfortunate accident tends to obscure these common features and allows managers to avoid shouldering the responsibility."

UK POLITICS

Opposition leaders greet New Year with calls for change

By Ivo Dawnsy, Political Correspondent

BRITAIN'S two main opposition leaders were yesterday competing to offer their rival prescriptions for modernising the country in New Year's messages that both trumpeted the traditional rallying cry - "It is time for a change."

For Labour, Mr Neil Kinnock issued a detailed 10-page statement under the heading "A New Year, a New Government", placing heavy emphasis on his party's positive policies for industrial renewal and improved public services.

By contrast, Mr Paddy Ashdown, the Liberal Democrat leader, disparaged both the large parties for failing to set a new agenda. Once again claiming that the electoral system is the key to Britain's weakness, he said: "We will not change Britain just by changing the occupant of 10 Downing street. The 1992 election must also be about how Britain is governed."

Despite a shared determination to emphasise their own policies as positive alternatives to government inaction, neither could resist a series of swipes at Mr John Major's administration.

Mr Kinnock said that the recession has "shrivelled the economy and crushed confidence", while the government was paralysed by the electoral consequences of what was a self-inflicted slump.



Neil Kinnock



Paddy Ashdown

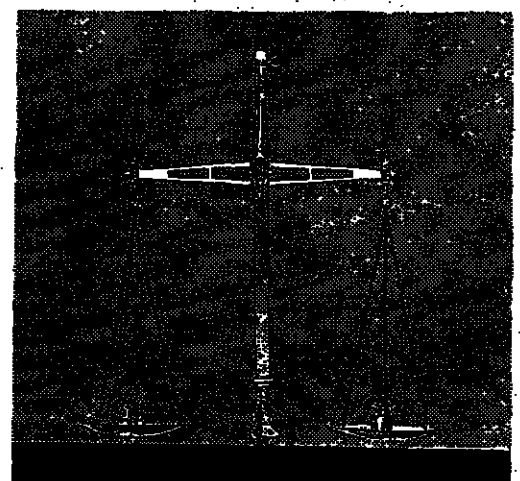
Arguing that the Liberal Democrats' strongly pro-European policy, commitment to anti-trust legislation and heavy emphasis education represented a more radical vision, he concluded that a strong electoral performance would leave his party able to become Britain's lever for change.

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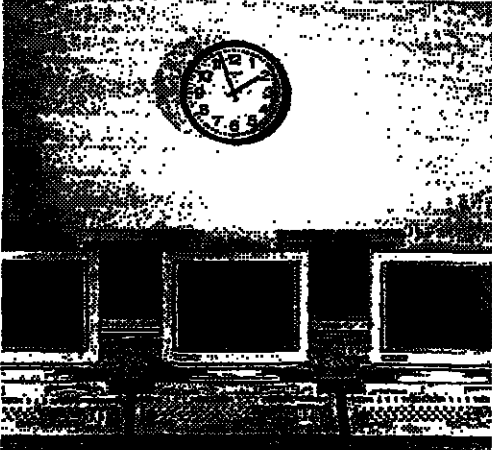
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UK NEWS

Cook claims party bias on NHS boards

By Alan Pike, Social Affairs Correspondent

MR WILLIAM Waldegrave, the health secretary, was accused by Labour yesterday of abusing his power of patronage and showing party-political bias in appointments to trust hospital boards.

Mr Robin Cook, Labour health spokesman, said that of 24 local councillors appointed by Mr Waldegrave to the boards of second-wave trusts coming into operation in April, 22 were Conservatives.

The information on councillors is from a Labour survey of the 102 hospitals and other services which will become self-governing trusts, run by their own directors and boards.

Mr Cook said the survey results showed that business interests would dominate the boards, with business managers, lawyers, accountants and property developers representing two-thirds of all appointments.

He accused the government of creating a National Health Service run as a business.

He said: "Executives who have spent their whole working life taking commercial decisions are not going to change their style now that they own a hospital. These boards are supposed to represent local people - in fact, the local chamber of commerce would be more representative of the local community than most of these new boards."

The "flagrant political bias of the appointments", said Mr Cook, showed that Mr Waldegrave did not want people who would represent local interests, but only those who would represent the Conservative interest.

At Hinchingsbrook hospital in the Huntingdon constituency of Mr John Major, prime minister, three of the five non-executive directors were serving Conservative councillors, one was a management consultant and the fifth an accountant who served with the Department of Trade and Industry deregulation unit.

Plan for golf centre at Castle Howard

CASTLE HOWARD, the stately home made famous when it became the backdrop for the television series *Brideshead Revisited*, could become an international golf centre.

Leading golfer Nick Faldo's sporting consultancy Bride Hall, together with the Howard family which owns the North Yorkshire home, want to build a 150-bedroom hotel with two international-standard golf courses on part of the estate.

A feasibility study has confirmed the project's viability but Ryedale district councillors have now to be convinced that a golf course on the Howardian Hills - designated an area of outstanding natural beauty - will not detract from the landscape.

Experts will prepare a full environmental assessment in the new year, looking at the likely impact of the 300-acre development.

Mr Simon Howard, managing director of the stately home, said that without the finance from the development, only basic upkeep would be possible in the future.

A recent sale of antiques from the attic of the stately home raised £1.87m for restoration work, but income from the multi-million pound golf and leisure complex would provide long-term financial support for repairs and maintenance.

Mr Howard said: "Great care has been taken to find a secluded location for the development which will involve no radical alteration to the landscape."

Experts will prepare a full

APPOINTMENTS

Bateman's flourish

1991 has finished with a bang for Martin Bateman, one of the stars of the UK's direct motor insurance boom.

Bateman, 48, who has steered Top UK, the UK direct motor insurance subsidiary of Denmark's Topdanmark, since 1987, is one of a coterie of executives specialising in the management of insurance companies that market their products via the mass media and over the telephone.

In November, after Topdanmark announced its plans to merge Top UK with another UK direct motor subsidiary, Preferred, Bateman was given the job of spearheading the Danish company's drive into the UK market.

But less than a month later

he has announced that he is moving on - this time to head a revamping of RAC INSURANCE SERVICES, the insurance broking subsidiary of the Royal Automobile Club.

The RAC is looking to increase the number of policies it brokers from current levels of about 200,000 a year - by stepping up its telesales activities.

Bateman, who worked with the Italian insurer, Toro, in Italy, as well as a range of companies in the UK earlier in his career, is looking forward to the new challenge.

Meanwhile Peter Hallett, who has been with Preferred for nine years, takes over the top job at the Camberley-based company.

Resurfacing in water

Andrew Glasgow, a well-known figure in the UK electronics industry and until recently group managing director of Marconi Communications Systems, has resurfaced as managing director of NORTH WEST WATER International.

His brief is to market the technology and services of a regional water company outside Britain, and he will report directly to chief executive Robert Thian.

In the past, North West Water has acted abroad in consultancy and other capacities, but the idea is now to promote the company more vigorously and to bid for complete programmes overseas.

The company is currently tendering for contracts worth over £300m in connection with water treatment projects in Melbourne and Sydney. It will concentrate on expanding activities in both the Middle and Far East.

Glasgow, 48, who joined North West Water earlier this month, had been associated with Marconi, the aerospace and electronics arm of the General Electric Company, for 24 years. A chartered engineer, he had previously been managing director of Marconi Space Systems and projects director of Marconi Underwater Systems. Colleagues at Marconi recall his abrasive and at times controversial style, but Glasgow would not be drawn on the reasons surrounding his departure from Marconi and his subsequent change of tack.

Electronics switches

■ Martin Francis (above) is promoted to senior vice president and joins the board of LTK Corporation. Francis, who is British, will still work from European headquarters in Woking, Surrey.

■ Andrew Evans is moving from Ericsson to become marketing director of GANDOLF DIGITAL COMMUNICATIONS.

■ Iain MacGregor is moving from Digital Equipment Corporation to become UK vice president of SGI. He will also be responsible for planning a major push into wider European markets.

■ Richard Provis moves from Tandem Computers to the new position of sales director at NEXUS Payments Systems International.

■ Duncan Williams is moving from Hutchison Mobile Data to become sales and marketing director of PRIVATE MOBILE RADIO; he replaces Mike Fogarty, a joint founder of PMR who has now retired.

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MANAGEMENT

Just-in-Time

No napping in the pyjama game

Michiyo Nakamoto reports on how new methods are replacing more traditional practices

In a bright and cheerful factory in Derby, 14 female workers are busily producing satin pyjamas for Marks and Spencer. As they work, they have the production manager, chief mechanic and supervisor at their back and call.

They are the pioneers of Just-in-Time (JIT) manufacturing at Stuart Broughton, the lingerie group within Courtaulds Textiles. The group started with one JIT system in June which was followed by a second, more complicated scheme five months later.

The company expects to have the entire factory, which employs about 180 people, using JIT manufacturing by the end of next March and to introduce JIT at another three Stuart Broughton factories in the UK by the end of next year.

But senior management at Derby admit that introducing an entirely new production method into an industry used to very traditional work practices was no easy task. The textiles industry has traditionally used a mostly female workforce on piecework, which tends to foster independence.

"They would do their work but wouldn't dream of helping someone else," says Vera Ward, deputy chief

executive. "It's a dog-eat-dog system, based on self-interest."

JIT, on the other hand, depends on teamwork and the smooth flow of work from one employee to the next.

The workers involved in the JIT system at Stuart Broughton have a maximum of two batches of garments to work on at a time. This means that there is only half a week's worth of work-in-progress compared with three-and-a-half weeks in the traditional system. Each individual JIT worker also only works on three garments at a time.

By restricting the work load of the group and of each individual, work is not allowed to build up at any one point in the process.

This is in sharp contrast to the traditional system by which work progresses at the individual worker's rate at each stage of the process, creating frequent bottlenecks.

If one worker on the JIT system falls badly behind, the whole team could be out of work very quickly. Hence it is in the interests of each worker to ensure that all group problems, and not just their own, are dealt with promptly.

"They've started to do a lot more for themselves," says Linda Clark,

production manager.

Signs of the change of culture at Stuart Broughton are also evident in an electronic scoreboard showing the day's production target and the level achieved. Green plastic signs reminding workers that "It pays to get it right first time", provide an additional impetus.

Doug Seymour, chief executive,

Management found to their surprise that 'the girls don't hang up their brains on the coat rack when they come in here'

and his team suspect that JIT has not worked for some of their competitors and he identifies a number of steps taken before the introduction of JIT at Stuart Broughton which were crucial to its success.

Training of staff in teamwork was particularly important. If JIT was to work, workers who had been used to working alone would have to be trained to help each other.

Senior managers recognised, however, that if they were going to ask

their staff to change, they would have to be capable of change themselves, says Ward.

To achieve this, 11 senior managers were sent on a six-day course. "It was the education that we have gone through ourselves that was critical in changing our views about how to do things," says Seymour.

Equally important was the introduction more than three years ago of Total Quality Management, a method of managing quality throughout the production process.

Tony Knivton was recruited as quality executive to introduce TQM. As part of that exercise, a customer-supplier relationship - in which divisions assessed each other's performance - was introduced. Costs were reduced substantially - by £500,000 in the first year.

These changes went hand-in-hand with the switch from piecework to single status weekly pay, something the workers had wanted. A single canteen was introduced, workers were encouraged to voice their opinions and, according to Ward, management found to their surprise that "the girls don't hang up their brains on the coat rack when they come into work".

The introduction of a production support system which provides

information on everything from stocks to work-in-progress, down to the size, colour and length of a particular garment, was also crucial to JIT's success.

Stuart Broughton is currently working to bring its suppliers into partnership, since JIT depends on reliable delivery of stocks.

So far, the advantages of JIT have clearly outweighed any disadvantages.

Absenteeism, which is at about 11 per cent at Stuart Broughton overall, has been virtually non-existent at the Derby factory while a reject level of 1.25-1.5 per cent on the conventional system has been reduced almost to nil.

To foster the necessary changes in attitude needed to see JIT through, management has put together a slide presentation, called the "Mission" which is shown to each employee.

The guiding principles of the "Mission" say, among other things, that "Our mission is to continually improve the products and services needed to meet our customer's requirements" and "Employee involvement is our way of life."

"JIT can't be just a way of cutting costs," says Ward. "It has to be part of a corporate philosophy."



The message comes down from on high at the Derby factory

Andrew Baxter explains why a lean approach to production could make manufacturers vulnerable

Breaking barriers between 'us and them'

"If we were ever to have a dispute, Ford would be shut down in a couple of days and Rover a day after that. That's the legacy of Just-in-Time (JIT) manufacturing," said the head of a medium-sized Midlands components supplier recently.

The executive was articulating a fear that has stuck in the back of many managers' minds over the past five years as JIT - the elimination, or near-elimination, of stock and work-in-progress at all stages of the manufacturing process - has been introduced into British industry.

JIT, they say, requires a quiet industrial relations scene to function smoothly, as manufacturers are more vulnerable in the event of stoppages - because of an industrial dispute, a machine breakdown or problem at a supplier.

The recent strike at one of Renault's main component plants in France illustrated the danger. Nevertheless, the evidence suggests that worries about a resurgence of indus-

trial relations problems - in the wake perhaps, of a Labour election victory next year - are not a big concern for UK manufacturers that have introduced JIT.

That is despite the fact that many British companies have cut their stocks to the bone and encouraged their suppliers - and their suppliers' suppliers - to do the same. Nor is there any sign that that companies are modifying their JIT programmes significantly to anticipate possible labour troubles.

"You can't build a contingency into JIT to allow for industrial action, as you then lose or weaken the whole point of the programme," a manufacturing chief in the British motor industry says. Dou Ralston of manufactur-

ing consultant World Class International says manufacturers are highly unlikely to carry "x millions of inventory" just in case there is an industrial dispute at a supplier at some time in the future.

The attitude of manufacturers might at first glance smack of complacency but there is a strong case for the relaxed approach.

First, few would contest that labour relations in UK manufacturing have changed for the better over the past decade, and so it is not surprising that industrial problems appear to be a low priority when companies consider the introduction of a change such as JIT.

A recent study* of Sheffield manufacturers found that labour force issues ranked well below factors such as

increased output and productivity, improved product quality, cost savings and maintained market share when companies adopted new technology.

"It is possible that the limited interest in labour force issues may reflect current attitudes, which assume that workforce problems may be more readily resolved than in the past," according to Sheffield University's Paul Foley, Doug Watts and Brenda Wilson.

Another reason, perhaps, may be that direct labour accounts for only about 10 per cent of manufacturing industry's costs, on average, compared with as much as 60 per cent for materials.

Foley says the findings suggest that better-managed com-

panies which recognised the need for JIT would have realised the importance of consultation with the workforce ahead of its introduction.

It is precisely because JIT involves so much more than stock control that partnership between workers and management, and between manufacturers and their suppliers, becomes necessary for its success.

This is the kind of "soft issue", involving cultural change as opposed to the more practical implications of reorganising manufacturing, that has often been ignored in the past, says David Hall of David Hall Partnership, a south Yorkshire-based consultant.

"For workers," says Ralston, "work-in-progress equals goodness. The more they see, the

more they know they are not going to be out of a job. JIT gets them worried when they see work going down, so you have to explain why it is being introduced".

The result is that JIT may require good industrial relations, but it can also stimulate them.

Consultation and partnership reduces "us and them" attitudes on the shop floor, says Ralston, partly because of the changes in manufacturing practice that it implies.

Cell manufacturing is a classic example of such a change. The main aim of bringing together all the machinery to manufacture an entire product, or a major part, in one area of the shop floor may be to reduce the distance travelled by the part, and hence

cut work-in-progress and lead-times.

But the teamwork necessary for a small cell of around a dozen employees and machine tools to function leads to multi-skilling, a distinct advantage for an employee if - despite JIT - he or she is unfortunate enough to be made redundant. That, says Ralston, is one reason why trade unions quite like JIT.

There are, though, some precautions which can be taken by companies worried about their vulnerability to stoppages, without diluting the effect of their JIT programme.

A small buffer supply of stock, kept separate from the JIT process, can be used to resolve the problem in the event of a supply difficulty or machine breakdown.

If a problem at a supplier can be predicted, companies can look for a second source if they do not have one already. But manufacturers should also look at the industrial relations record of their suppliers, and whether they are introducing JIT in consultation with their workforces.

"If they are not, you probably don't want them as a supplier," says Ralston.

Tom Mullen, lecturer in operations management at Strathclyde Business School, points out that Japanese companies had to sort out industrial relations problems before introducing JIT, which exposes inefficiencies previously offset by the cushion of inventories.

In the UK, the real issue for JIT is the challenge of getting production and manufacturing more efficient, he says.

*Skills shortages and training - a Foreign Dimension in New Technology Adoption. Departments of Town and Regional Planning, and Geography, University of Sheffield, Sheffield, S10 2TN.

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**IKTISAT
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مكر من الأهل



Two superb performances and a writer: Juliet Stevenson, Nigel Hawthorne and Billy Roche.

Dramatic finale to 1991

In the end this has not been a bad year for theatre in Britain, and the last few weeks have included some of the best productions of the lot. There has been no set pattern, but it is possible to pick out a number of trends.

Some of the smaller productions of smaller plays in smaller theatres have been among the most successful.

The best of the new plays have little in common with each other: there is no new wave.

There seems to be a growing openness to foreign works.

London's West End is still alive and there have been several notable revivals.

The big subsidised theatres, especially the National, are going through an uncertain period: standards of acting and staging are frequently higher than the quality of the play performed.

Some of those points inevitably overlap. The best new plays I saw this year were *Belfry* by Billy Roche at the Bush, *The Bright and Bold Design* by Peter Whelan at the Pit in the Barbican, and *Death and the Maiden* by Ariel Dorfman at the Royal Court. All three have the capacity to surprise and to keep an audience hooked throughout.

Belfry is the final piece in Roche's trilogy about life in the Irish town of Westford. The Bush is a pub theatre in an unfashionable part of west London: it was ideal for this play. A sacristan relates a love affair which, dotting about in time, is re-enacted on stage. It is as simple as that: pathos and comedy in equal measure. The next questions are whether it can play on a larger stage and where Roche will go from here. As a playwright, he is now in the first division.

So is *Bright and Bold Design* set in the Potters in 1935, again specialised and local, but with a political theme. One admired the detail of the girls painting the plates in a wonderful set designed by Kit Surry: there was also a sense of a wider world and a huge character in Jim Rhys, a revolutionary designer and radical socialist. Played by Clive Russell, this was one of the performances of the year. The Pit is the Barbican's small theatre, here used at its best.

Death and the Maiden is about the trials and tortures in Pinochet's Chile and the aftermath of a return to limited democracy, but is not a local play. Although the background is thoroughly authentic, it could be anywhere which has experienced dictatorship. The central question is what to do about the awful past when the future looks brighter. Dorfman scores by suggesting that there is considerable doubt about the answer. He has a mastery use of ambiguity and suspense: it is not absolutely certain until almost the end that the civilised-looking doctor was guilty of torture.

The Royal Court is bigger than The Pit, but by no means large. For *Death and the Maiden* it was packed out, not a ticket to be had in the final weeks. Probably it could, certainly it should, make it to a bigger place. The performance by Juliet Stevenson as the tortured girl was outstanding; so was the entire production,

directed by Lindsay Posner.

Chile leads on to other foreign parts. The dramatist who received an unexpected tribute this year was Ibsen, though it seems to have been more by coincidence than design. Four Ibsen plays appeared within a few weeks of each other. The best known of them was the Abbey Theatre Dublin's production of *Hedda Gabler* at the Playhouse where Fiona Shaw played Hedda. I found her as electrifying as did my colleague, Claire Armitstead, when she reviewed Ms Shaw playing Electra at the Riverside Studios.

The revelation, however, was the lesser known works. There was the towering production of *Brand* at the Aldwych with Roy Marsden in the main part. It is not an easy play. Brand, the priest who seeks perfection, is in many ways an unattractive figure, but if you wanted an epic this was it. One of the reasons for its power was the verse translation by Robert David Macdonald. It made the piece more varied than one had previously suspected.

Then there was Ibsen's *The Pretenders* at The Pit and Little Ego! at the small Orange Tree Theatre in Richmond, Surrey. *The Pretenders* is an historical piece about the birth of Norwegian nationalism, more appreciated at home than abroad, but in the context of an Ibsen revival, it illustrated the great spread of the Ibsen canon. The part of Bishop Nicholas, played at The Pit by Alan MacNaughtan, would be cherished by any actor.

Little Ego!, despite its macabre moments, showed that Ibsen is not all Nordic gloom: it has almost a happy ending. I was sad when there was no more Ibsen to come. Perhaps next year?

He was not the only foreigner to be honoured. The Gate, a pub theatre in London's Notting Hill which specialises in dramatic staging, had its Spanish season and we are now learning that there was a flowering of theatre in late 18th and early 17th century Spain comparable to that in England. For some reason that seems to be suppressed in English history teaching. What is impressive is the number of translators coming forward, and how lively they are.

On the bigger stages there were two productions of Molière's *The Miser*, one at the National Theatre, the other at the Royal Exchange, Manchester. That may not be remarkable in itself; the striking fact was how different they were – different translations, different styles. The production at Manchester which I preferred, with Tom Courtenay as the miser, was essentially a comedy. At the National it was a much more vicious affair with some quite gratuitous violence. Yet it is a tribute to Molière that British directors now realise how many sides he had. Molière in English no longer sounds like a translation from French.

The West End had its successes mainly in terms of revivals. I liked *Waiting for Godot* at the Queen's where the two tramps were played by the comedians, Rik Mayall and Adrian Edmondson. No pretentious pauses there; not much cosmic sig-

nificance either, but simply two actors baiting the audience – and each other – with wonderful lines. This was a production about acting and the stage. The young, in particular, flocked to see it.

The revival of Anouilh's *Becket*, which is still running at the Haymarket, is full of French polish and English camp. The acting is among the best you will find: Robert Lindsay as the king and Derek Jacobi as Becket. In fact, they could just as easily swap roles and maybe one day should do so. The only pity is that there is not a modern English work for them to play in.

That brings us in more detail to the Royal Shakespeare Company and the National Theatre. The RSC has perhaps the easier time because of its heavy reliance on Shakespeare. Some of its productions at the Barbican this year have been pure joy: notably the comedies, *Love's Labour's Lost*, *Much Ado About Nothing* and *The Comedy of Errors*.

At Stratford you need to see both parts of *Henry IV* before realising its full splendour. In *Part II* it becomes a play about Henry IV rather than Falstaff and the rise of Prince Hal. The performance of Julian Glover as the king is magnificent, but so is the picture of England at a whole. This is a national theatre at its best. It is a great feat that in its smaller houses the company can also manage pieces like *The Bright and Bold Design*, even if it sometimes seems to be groping for other new plays.

As for the National Theatre proper, by contrast, the identity this year has been unclear. It has done a number of 20th century European plays with varying success: the dramatisation of Kafka's *The Trial* was the weakest. Dürrenmatt's *The Visit* the strongest. Where it has begun to look vulnerable is that its resources of acting and staging are frequently superior to the plays it puts on.

This has been true of the two main productions of new English plays this year. David Hare's *Murmuring Judges* was riveting to look at: remember the replica of Covent Garden. Yet the text lacked depth. Alan Bennett's *The Madness of George III* contains the best male acting performance of the year in Nigel Hawthorne's king: the man who says "Yes, Prime Minister". There is also a lot to be said for his wife as played by Janet Dala. Look closely at the rest of the parts, however, and you may decide that they are remarkably thin. The trappings are there, but the substance is lacking.

That is, of course, a common British failing: it is new for it to extend to the theatre. Both *Timon of Athens* with David Suchet as Timon at the Young Vic and Dryden's *All for Love* with Diana Rigg as Cleopatra at the Almeida straggled, as did *Alphabetic* staged at the National, and both were done on meagre resources. One hopes that the National, with all its surface splendour, is not becoming part of the national symbolism.

Malcolm Rutherford

ARCHITECTURE IN 1991

Some gems amidst the gloom

The year 1991 is not one that many architects are going to remember with much fondness. The office workloads tumbled – in the first month of 1991 even students were affected by the recession. One in four architectural students were unemployed, and even the highly successful Sir Norman Foster cut back his office staff. The prospect of some £40 billion pounds worth of work repairing the war damage in Kuwait did little to restore morale to a beleaguered profession.

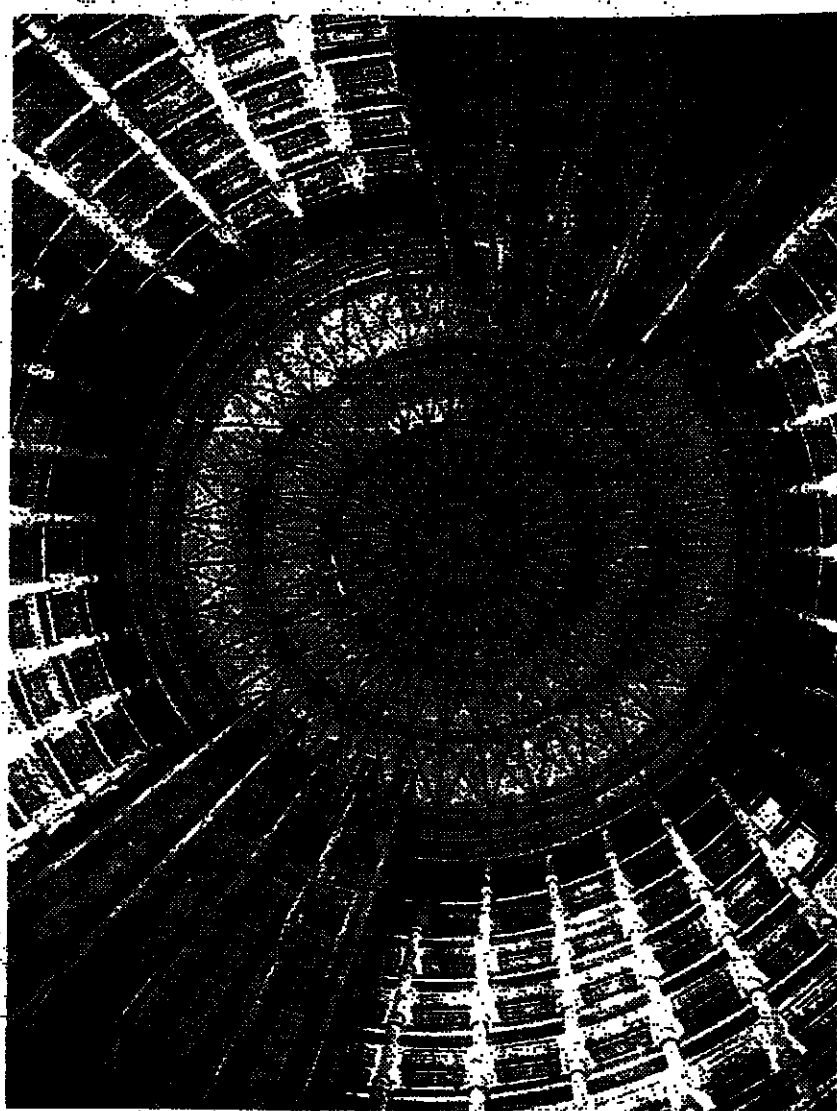
In the City the office boom slowed down as more and more post-modern blocks were completed and remained empty. Some of them looked quite handsome, like John Pedersen Fox's rebuilding of the Daily Telegraph in Fleet Street and the strange Gaudi inspired creation near the tower of London. Other new blocks in the capital repeated tired formulas adding only a few more acres of shiny granite from Brazil to the streets of London.

But 1991 did see the opening of several good buildings. This year's winner of the Financial Times Architecture at Work Award – the headquarters of RMC International at Egham in Surrey designed by Edward Cullinan – marked something of a watershed in the design of offices. Cullinan had managed not just to build an intriguing complex, but allied it successfully with the most imaginative roof garden. To some people this series of lakeside pavilions had almost the qualities of *Alceste* through the Looking Glass, the architect's strange and imaginative use of scale and his application of an almost poetic sense to a major garden in the finest English literary architectural tradition.

The opening of Stansted Airport designed by Sir Norman Foster offered public poetry of another kind. The siting and the lighting of this remarkably beautiful building represented a real and rare triumph of taste and excellence. Sir Norman's other triumphs were on a smaller scale but nonetheless successful. The Sackler Galleries at the Royal Academy in London and the crescent shaped extension to the Sainsbury Centre in Norwich are two very positive additions to the nation's stock of art galleries. At the R.A. Foster succeeded in inserting galleries in a high level and linking them beautifully to the ground floor of Burlington House by a glass lift and a glass staircase.

In the Sainsbury Centre at the University of East Angles Foster's additional curved, almost underground, space makes an elegant place even more so. The Sainsbury family added a superb new building to London's National Gallery which the Queen opened in July. The design by American architects Robert Venturi and Denise Scott Brown won friends as soon as it opened. The new galleries, for the Renaissance collection are much admired and praised by many as the finest new galleries in Europe. It is undoubtedly true that the National Gallery's early pictures have never looked better; only some strange architectural critics seemed to find the new wing puzzling.

The architect of the year was undoubtedly Michael Hopkins. He opened a fine new shop for David Meller in Docklands at Sudley's Wharf. The timing was not too good as no one wanted to buy any flats, let alone new silverware. Hopkins went on to win commissions to design the new Parliamentary Buildings and the much needed new underground station at Tottenham



Architect of the year Michael Hopkins: his new office design for Lynton plc, Marylebone Gate, showing the circular atrium

Court Road. He prepared his plans for the new opera house at Glyndebourne and was commissioned to design a striking new office building for Lynton plc (the property arm of British Airports Authority plc) with a circular atrium, to be known as Marylebone Gate. Hopkins also completed the transformation of the listed Bracken House by St Paul's cathedral for the Obayashi Corporation of Japan. At Bracken House Hopkins has shown that it is possible to design a completely modern building within the confines of two listed facades and show that one can learn from the other.

Another scheme by St Paul's cathedral, the Paternoster Square development, was launched during the year and illustrates how difficult it is to design something that can respect the past and yet house large scale modern businesses. The City Corporation decided that Paternoster Square was too intensively developed, which has given the triumvirate of American, Japanese and British developers something of a headache to contend with in 1992.

The Prince of Wales maintained his quiet interest in the nation's architectural

future by unveiling his own Duchy's plans for Poundbury new town at Dorchester. During his visits to his own Summer School in Oxford and Italy, he made it clear that education was the key to architectural progress. He seemed to be keeping his powder dry for the imminent launch of his own permanent Prince of Wales Architectural Institute in 1992.

Mr Major's government has not yet shown itself to be especially interested in architectural matters although the Secretary of State for the Environment, Mr Michael Heseltine, on his second run at the job, appealed for ideas for the inner cities, and for the growth of the capital to the East, away from the more prosperous Tynes, conundrums. Will his "City Challenge" schemes prove to be the Christmas present that so many hard pressed local authorities have been looking forward to? Will there be more work for architects in 1992? That is almost the only question that matters as the year begins. Survival is more important than any battle of the styles.

Colin Amery



FT Award winner: the headquarters of RMC International at Egham designed by Edward Cullinan

INTERNATIONAL ARTS GUIDE

TODAY'S EVENTS

AMSTERDAM

Muziektheater The Dutch National Ballet can be seen in Rudi van Dantzig's production of *Romeo and Juliet* tonight at 20.15, also on New Year's Day at 12.30, Thurs and Fri (€255 455/credit card bookings 6211 211)

ANTWERP

De Vlaamse Opera Robert Carlsen's new production of *Tosca*, conducted by Silvio Varviso, can be seen on Thurs and Sat at 20.00. The title role is sung by Karen Huffstodt, Cavaradossi by Fabio Armiliato and Scarpia by Falk Struckmann (233 6665)

BERLIN

Staatsoper unter den Linden Tonight at 19.30 and tomorrow at 21.00, Daniel Barenboim conducts the orchestra and chorus of the Staatsoper in Beethoven's Choral Symphony, with soloists Lucia Popp, Ute Priew, Peter Seifert and René Papp (East Berlin 2004 762) Komische Oper Harry Kupfer's

production of *The Bartered Bride* can be seen tonight, followed by Tom Schilling's production of *Cinderella* tomorrow. On New Year's Day, there is a Johann Strauss concert at 18.00. On Fri, Wolfgang Rennert conducts *Die schwelgere Frau* (East Berlin 2232 555)

Deutsche Oper Tonight's performance is Lortzing's comic opera *Zar und Zimmermann*, also Sat. Tomorrow and Thurs, Valery Fischer-Dieskau and Gilles Cachemaille. Sun: *Turandot* (West Berlin 3410 249)

Schauspielhaus Tonight at 19.00 Claudio Abbado conducts the Berlin Philharmonic Orchestra and RIAS Chamber Choir in an all-Beethoven programme, with Yevgeny Kissin piano soloist and the soprano Cheryl Studer, repeated tomorrow at 17.30. On New Year's Day at 18.00, Claus Peter Flor conducts the Berlin Symphony Orchestra in Bruckner's Seventh Symphony, repeated on Fri, Sat and Sun at 20.00 (East Berlin 2272 261)

SFB Greater Sinfonietta Tonight at 19.30, Moshe Atzmon conducts the Berlin Radio Symphony Orchestra and Chorus in Beethoven's Choral Symphony (West Berlin 3027 242)

GENOVA

Teatro Carlo Felice On Thursday and Friday, Mstislav Rostropovich conducts Sofia Gubaidulina's

two-part oratorio-opera-ballet *Orazione per l'Era di Acquario*. (589329)

LONDON

Covent Garden 19.30 Peter Wright's Royal Ballet production of *The Nutcracker*, also Wed, Fri and Sat. Tomorrow and Thurs: *Nozze di Figaro* (071-240 1098)

Royal Festival Hall 14.30 and 19.30 English National Ballet in Ben Stevenson's new production of *The Nutcracker*. Daily except Sun till Jan 18 (071-928 8800)

Sadler's Wells 14.30 and 19.30 London City Ballet production of *Swan Lake*, also tomorrow evening. Jan 2-4: Ben Stevenson's new production of Prokofiev's *Swan Lake* (071-278 8916)

Barbican 19.45 Lorraine MacLean plays Bruch's Violin Concerto with the RPO. Tomorrow, Wed and Thurs at 19.45, also New Year's Day at 18.00, John Georgiadis conducts the LSO in Strauss favourites (071-638 8881)

Coliseum English National Opera performances of *Die Fledermaus* can be seen tomorrow and Fri, with Rimsky-Korsakov's *Christmas Eve on Thurs and Sat* (071-836 3161)

For information about West End theatre shows, phone Theatreline from anywhere in the UK: Plays 0836 430959 Musicals 0836 430960 Comedies 0836 430961 Thrillers 0836 430962

MILAN

Teatro alla Scala The only two performances this week are of John Cranio's production of *Romeo*

and Juliet, tomorrow and Thurs. (7200 3744)

MUNICH

Staatsoper Pinchas Steinberg conducts *Die Fledermaus* tomorrow, Thurs and Sat, with a cast including Trudellene Schmidt, Siegfried Jerusalem and Wolfgang Brendel. On New Year's Day, there is a performance of *Die Fledermaus* better than anything I saw at the National. Wolfgang Sawallisch conducts *Die Meistersinger von Nürnberg*, with Manfred Schenk as Sachs and Lucia Popp as Eva (221316)

NEW YORK

THEATRE ● Boesman and Lena: Athol Fugard's play about three South Americans trapped in a struggle for freedom from indignity and servitude. Directed by Fugard himself. Runs till Jan 26 (City Center Stage 1, 131 West 55th St, 645 0905)

● Galileo: Harris Berlinsky plays the title role in a revival of Brecht's play directed by Eve Adamson. Runs till Feb 14, alternating with a revival of *Genevieve*. G B Shaw's League of Nations (Bouwerie Lane Theatre, 330 Bowery, 677 0080)

● Catskills on Broadway: a comedy revue conceived by Freddie Roman and featuring a cast of stand-up comics. Varied schedule, so phone first (Lunt-Fontanne Theatre, 205 West 46th St, 307 4100)

● What about Luv?: Austin Pendleton, Judy Kaye and David Green in a three-character musical

version of Luv, Murray Schisgal's 1964 satire of love and human relationships. Runs till Jan 19, varied schedule (York Theatre, 2 East 90th St, 554 3566)

MUSICALS

Blue Note Jazz Club and Restaurant/New Year's Eve double bill: Manhattan Transfer and the Monty Alexander Trio. Manhattan Transfer continue till Jan 5, with shows at 21.00 and 23.30. On Jan 7, Claude Lelouch begins a four-week engagement to celebrate his diamond jubilee at the Blue Note (475 8582)

Avery Fisher Hall Leonard Slatkin conducts a New Year's Eve concert of French and Viennese works with the New York Philharmonic, with Emmanuel Ax and Jeffrey Siegel soloists in Saint-Saëns' *Carnival of the Animals*. The programme begins at 20.00 (875 5030)

Metropolitan Opera Tonight and Sat afternoon, James Levine conducts Colin Graham's production of *The Ghosts of Versailles*, new opera by John Corigliano. The cast includes Teresa Stratas and Marilyn Horne. Tomorrow and Fri: *La traviata* with Marilyn Mims and Jerry Hadley. New Year's Day: *La bohème*. Thurs: *Aida* (362 8000)

New York State Theater Final performances this season of *The Nutcracker*: tomorrow at 14.00 and 19.00, Thurs at 18.00, Fri at 20.00, plus matinee and evening performances on Sat and Sun (870 5570)

PARIS

Palais Garnier There is a final performance tomorrow at 19.30

of Rudolf Nureyev's production of *Romeo and Juliet*. The next ballet production is by Roland Petit's *Marseille Ballet*, opening on Jan 22 (4017 3535)

Theatre des Champs-Élysées Tonight at 19.30, Jean-Claude Malgoire conducts Jean-Louis Martinoty's production of Lully's *Alceste*, with a cast including Jean-Philippe Lafont, Colette Alliot-Lugaz, Howard Crook and Gregory Reinhart. Repeated on Thurs and Sat. Fri: Samuel Ramey sings bass arias (4726 3637)

Châtelet There are performances of *West Side Story* each evening this week (except tonight) at 20.30, plus matinees on Wed, Sat and Sun (4028 2940)

STRASBOURG

Palais de la Musique Nicolai Gedda and Edda Moser are the guests in a New Year's Eve concert of Viennese operetta music, with the Strasbourg Philharmonic Orchestra (8837 6777)

VIENNA

Carlos Kleiber is conducting the Vienna Philharmonic Orchestra in the 1992 New Year's Day concert at the Musikverein (previews today, at 10.00 and tomorrow at 18.30, all sold out). There are New Year's Eve and New Year's Day performances of *Die Fledermaus* at both the Staatsoper and the Volksoper. The Staatsoper also has *The Nutcracker* on Thurs, *Die Fledermaus* again on Fri, *La traviata* with Cheryl Studer on Sat and *Die Meistersinger von Nürnberg* on Sun (51444 2960)

European Cable and Satellite Business TV

(all times CET)

MONDAY TO FRIDAY

CNN 0730-0800 Moneyline 1230-1300 Business Morning 2000-2300 World Business Today – a joint FT/CNN production with Grant Perry and Colin Chapman 2300-2330 World Business Today 0100-0130 Moneyline

Super Channel 0830-0930 Business View 0930-0700 Business insiders 2130-2200 (Tues) East Europe Report – weekly in-depth analysis from EFTV 2130-2200 (Wed) FT Business Weekly – global business report with James Bellini 2230-2300 (Thurs) Talking Heads – international issues

Sky News 1200 International Business Report 1130, 1730, 2130, 0430, 0530 (Thurs) FT Business Weekly

SATURDAY

CNN 0730-0800 Moneyline 0930-0930 World Business This Week – a joint FT/CNN production 1540-1610 Moneyline 1800-1930 World Business This Week

SUNDAY Super Channel 1800-1930 FT Business Weekly Sky News 1300, 1630, 2030, 0230, 0230 FT Business Weekly CNN 1800-1930 World Business This Week

JAN 10 1992

Managing the European Community often seems to be a trial of politicians' ability to use the microscope and the telescope simultaneously. Nineteen ninety-two looks set to provide one of the fiercest tests of that ability since the Community was founded.

Under the microscope is the single market programme, the intricate web of measures which should enable EC citizens to travel, trade, shop and settle anywhere in the Community by New Year's Day, 1993.

Member states, the European Commission, consumer and industry groups agree that the goal is vital and that the EC has already come much further than anybody expected in June 1986, when Lord Cockfield, then internal market commissioner, published his white paper of 282 measures needed for the single market.

The decision at Maastricht earlier this month to set a deadline for the introduction of a single currency should have given the programme new impetus. But, meanwhile, through the field-glasses, a number of issues are looming closer - the break-up of the eastern bloc, enlargement of the EC, recession and its cousin, protectionism - any one of which could easily upset the delicate and detailed work of Brussels' single market strategists.

In addition, the strategists themselves are under pressure. Political compromise has taken its toll on the original programme and advocates of

Under the microscope is the web of measures which should enable EC citizens to travel, trade, shop and settle anywhere in the Community by New Year's Day, 1993

a strong, barrier-free Community are worried that, in fact, the internal market will be disguised by obstacles, hobbled by residual national barriers and suffocated by long transition periods for many years after the 1993 deadline. The possible enlargement of the Community is likely to share top priority on the Brussels agenda with the single market programme during 1992.

The member countries of the European Free Trade Association (EFTA) are already gearing themselves up for EC membership and have committed themselves to take on a large chunk of single market legislation by agreeing in principle to the establishment of a European Economic Area (EEA) - a 19-nation free trade zone with the same start-date as the single market.

That agreement was itself hard to achieve - and the final signature is still blocked by the European Court, which objects to the accord's judicial aspects. But extending the west's political compass to the single market area eastwards will be even more difficult.

Twists and turns on the road to 1993

Keeping the EC's single market programme on track next year will be a tough test, says Andrew Hill

Many of the single market measures, especially those which propose opening public monopolies to more competition, are difficult enough to sell to the EC's existing members, which are used to the rigours of a fairly free market.

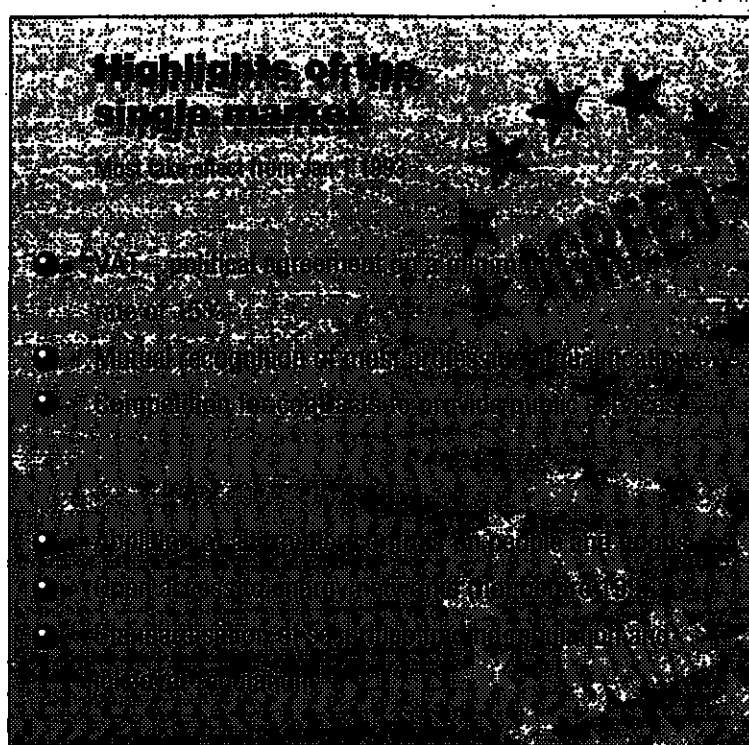
Even relatively well-developed east and central European countries, such as Hungary, Poland and Czechoslovakia - which have just signed far-reaching political and economic co-operation agreements with the Community - would balk at the rapid introduction of open competition in some protected sectors.

Such protectionist concerns are not unique to central and eastern Europe. The agreements with Hungary, Poland and Czechoslovakia took time to create, partly because of some EC members' fears about cheap imports of food, steel and textiles from the east.

The internal market programme may promise completely free movement of goods, labour, capital and services within the Community, but for that to be achieved requires a strong external frontier. A firm and inflexible outer border could turn the EC into a Fortress Europe, with east and central Europeans locked outside, staring at the wealth within. That would suit some EC manufacturers but limit the consumer benefits of progressive free trade with the east.

At the same time, fear of competition within the EC - partly born of recession - risks hampering the original internal market programme. The plan by Mrs Edith Cresson, the French prime minister, to form a new French state conglomerate, incorporating nuclear, semiconductor and consumer electronics companies, would risk distorting the EC market.

The proposal may not survive the scrutiny of the Brussels competition authorities, under the guidance of Sir Leon Brittan, the competition commissioner, although this is likely to be one of the most politically charged issues of the term in office. But the real question is what happens when Sir Leon, who has been a staunch proponent of a liberal competition policy, quits his post, which may be as early as the end of next year. If his successor is less forthright or determined then there is still the chance that state subsidies and other forms of protectionism will start proliferating again. Even as things stand, member



states' reluctance to open some protected sectors such as energy threatens to overshadow their success in adopting most of the internal market legislation proposed six years ago.

Only about 50 of the original 282 measures still need to be agreed. About eight of those may be dropped altogether - either superseded by other legislation or otherwise declared unnecessary - and seven or eight are of such low priority that failure to agree will not greatly disrupt the internal market.

The Commission is not desperately worried about scoring 282 out of 282. "Whether we can get 100 per cent before the end of next year (1993) remains to be seen," says one senior official. "But it doesn't really matter because the essential elements will all be in place."

Other observers - for example, Mr Zygmunt Tyszkiewicz, secretary-general of Unice, the European employers' group - disagree. "If you go back to the basics, the idea of the single market was to create a situation in which European companies would be forced to compete much

more with each other than before," says Mr Tyszkiewicz. "Well, have we really done that? Look at FTTs, (national posts and telecommunications conglomerates), look at public works and public purchasing, look at the transport sector throughout Europe - have we really liberalised these markets?"

The answer is no or, at least, not yet. The Community's unwillingness to liberalise some sensitive areas reflects the strength and longevity of vested interests in some countries.

In the field of communications, for example, Commission plans to open postal services to competition have yet to appear, and the most important and most obvious telecommunications services - notably, voice telephony - remain under the control of public monopolies in most EC countries.

In the energy sector, Commission plans should give large industrial users direct access to gas and electricity distribution networks by 1993, which would enable them to buy their energy from competing suppliers anywhere in the Community. But the market will not be opened to all-com-

ers until 1996 - and then only if the first phase of liberalisation is judged a success.

The private sector has also been using its muscle to hold up liberalisation. Thanks to pressure from European car manufacturers, July's deal between the EC and Japan on car imports provides for a free market only in 1996. For the most liberal advocates of an internal market that is already something of a defeat but the car makers are likely to do their utmost to extend even that deadline.

In addition, member states are proving sluggish at implementing the single market. Many of the measures cannot take effect unless translated into national law. In spite of constant cajoling from the Commission, Italy has only recently passed the halfway mark in enacting the relevant measures and Brussels is beginning to fret at the slow rate of implementation for the most recently agreed measures.

The final short-term threat to the internal market - and the one which Mr Martin Bangemann, the responsible commissioner, is most worried about - is the continued existence of the physical barriers which Brussels has pledged to remove. There is a risk that the Commission will not get the public relations victory which genuine free movement between Limerick and Leobers on New Year's Day 1993, would provide.

National border controls on goods - right down to local checks on cross-border movement of bees, dogs and plants - and, even less conspicuously, on people, are being defended by some member states.

In particular, the right to check goods and people is jealously guarded by the four - Britain, Ireland and, to a lesser extent, Greece and Denmark - which are still outside the supposed control-free Schengen agreement between the eight "mainland" EC members.

This is more than a symbolic or trivial struggle. In a memo sent to the 12 a fortnight ago, the Commission repeated Lord Cockfield's concern that "the continued existence of just one control would provide a justification for maintaining all controls" for business, the removal of frontier controls is fundamental to the success of the whole plan.

"Everything else will flow from this," says Unice's Mr Tyszkiewicz, "because until we have these borders open there won't be the market pressures to finish the rest of the work."

The problem for the Community beyond January 1, 1993, is that the work will never be finished, even if the Commission is able to declare the market open in a year's time. The irony of leaving down border controls while newly-independent states in the Soviet Union, eastern and central Europe are proudly erecting them has not escaped those working on the single market programme. Their next test will be to turn the microscope on potential new members of the Community and to find a way of extending Lord Cockfield's vision beyond its original frontier.

Samuel Brittan

Nightmare on Oxford Street



It would be hard to find a clearer example of the failure of the economy to help themselves than the abyssal state of service prevailing in British shops.

One might have thought that shop managers might have responded to the depressed state of trade by improving the standard of service. In fact, despite the emptiness of the shops before the sales, the recession was used as an excuse for even worse service, thus setting up a downward cycle of customer neglect, bad trade, followed by still worse neglect. I have not come across a single shop which has introduced gift-wrapping to stimulate trade. "Nah. We can sell you the paper," is the usual scowling response.

As a non-standard person with non-standard requirements, I normally loathe going shopping. There is often hardly anyone available to help the customer; there are only cashiers to take money and a few security people to ensure that customers pay. Most assistants have no idea of the stocks; still less do they understand their merchandise sufficiently well to give advice. The only ones who occasionally can are managers and buyers who sit cowering in their offices to avoid people like myself.

To give an example: I have spent too large a fraction of my life looking in chemist shops for coloured plastic beakers, which one can use for cleaning one's teeth or taking a drink of water. Just to make sure that I have not been suffering from a linguistic shift since my youth, I have spelled the word BEAKERS, described the objects, and tried various synonyms. I only managed to get some because the pharmacist in a large department store, who heard of my plight, went beyond the call of duty to locate these objects.

Nor does there seem any interest in adapting the range of products to what customers want as distinct from what it amuses designers to provide. For instance, it is extremely

difficult to get anything in between expensive china crockery and the kind of heavy earthenware tea mug beloved by Tony Benn. Reasonably cheap breakfast ware, which can be broken without tragedy, I have been able to find only in ironmongery stores.

Shops obviously prefer selling objects to repairing or adapting them, even if customers would prefer a more balanced mix. There are many gadgets which I simply do not buy because of the agonies of getting them fixed up and put in working order. As it is, I have to indulge in a contrived loss of temper even to have a plug fitted. When I have asked for anything out of the ordinary, like a record player which can take 78s, I have been told to try Tottenham Court Road - not any particular place in it, but to perambulate the whole length. I should rather visit Dante's Inferno.

The high streets are full of far too many so-called electronics shops and video merchants, most of which give the sleazy impression of being interested mainly in the volume of the ordinary. Like a record player which can take 78s, I have been told to try Tottenham Court Road - not any particular place in it, but to perambulate the whole length. I should rather visit Dante's Inferno.

The business of many British shops is not merely an absence of good qualities, but the presence of bad ones. One horror is the volume of loud pop music. Needless to say, the noise is not switched off or even reduced when one enters to ask an obviously bored sales person for some item.

Yes, things are a little better on the Continent. But snags exist there too. For instance, if one tries to get a pair of shoes mended quickly in some tourist (sorry, I mean cultural) centre like Salzburg one is sent to some vast outlying hypermarket.

I have just been told that we live in a throw-away society. But does one have to be an eco-freak to believe that if customers were offered more service, more advice and longer-lasting products, they might be more inclined to take advantage of cut-price recession offers to go out and buy?

LETTERS

Protocol at Maastricht blurs equal pension issue

From Mr Bryn Davies.

Sir, It is Michael Elton of the National Association of Pension Funds (NAPF) who is wrong about the right of employees to equal pension rights under the Treaty of Rome (Letters, December 30). Article 119 gave them the right to equal pensions from the moment the United Kingdom acceded to the treaty. The protocol agreed at Maastricht proposes to take it away.

His confusion appears to arise over what the European Court of Justice did on May 17, 1980.

It did not, as he appears to suggest, change the law. That is not within its competence. All the court did was to make clear that the existing law under Article 119 includes pension rights. That is why the government and the NAPF were so keen on a protocol to take those rights away.

Mr Elton may not wish to believe me, after all I stand accused in your columns of being a supporter of the Labour party (Letters, December 18).

However, I am not alone in my view. I would draw his attention to a circular on the protocol from leading pension lawyers, Nabarro Nathanson, which says: "Apparently it has never been decided before whether the member states can amend the treaty to deprive individuals of rights which they have apparently previously been granted." What the government has done by its decision to sponsor this protocol is to move an issue from the obscurity of the European Court into the forefront of domestic political debate.

I am happy for the him or so people who would be adversely affected by the decision to draw their own political conclusions.

Bryn Davies, director and secretary, Union Pension Services, 50 Trinity Gardens, London SW9

Bundesbank decision represents first real step on road to 'Europe 1999'

From Mr Stephan-Gott Richter.

Sir, Last week's decision by the Bundesbank to raise interest rates seems to have sent shockwaves across Europe and been a cause for serious concern, however, this is mainly because it is the Bundesbank tradition - the result of poor communications. There are, in fact, a variety of excellent reasons for the decision. Most directly, the Bundesbank is taking German employers, unions, and the government itself to task for being too complacent in recent wage rounds.

The true importance of the Bundesbank decision, however,

is that it marks the first concrete step on the road to "Europe 1999" - that is, the single currency. None of the countries which wish to participate can afford to wait until 1997 to begin putting its economic house in order; the later they start, the more difficult the adjustment will be. In many cases, especially Italy and France, this will involve painful political decisions. A reminder from the Bundesbank may well come in handy.

Thus, while Maastricht signalled that European countries are fundamentally committed to reform, the Bundesbank's decision signals that it is prepared to take on the IMF role for Europe. Just as the IMF has been the whipping boy of lax regimes forced to bite the austerity bullet (from Kinshasa to London), so European countries forced into painful restructuring will be able to point the finger at German central bankers. That is perhaps the only way such bitter medicine can be made palatable.

Stephan-Gott Richter, president, Transatlantic Futures, Inc, 1759 R Street NW, Washington, DC 20005, USA

Non-executive director remains an important role

From Mr Hugh Parker.

Sir, I yield to no-one in my respect for Sir Owen Green as an outstandingly successful company chairman, but I must take issue with his view (Letters, December 19) that the titles of "non-executive director" or "independent director" are misleading.

He is, of course, right in saying that these titles "have no legal meaning and carry no distinction of authority or function" among directors as a class. I believe, however, that he is wrong to argue from this legalistic point that such directors - called "outsider directors" in the US - do not have an important role to play in the effective functioning of the so-called unitary board.

The trouble is that a wholly executive board of a plc with no independent outside directors on it is not a true board at all: it is essentially a management committee. Executive directors are by definition employees of the company and subordinates of the chief executive. Non-executive directors are neither, and thus can be less beholden and more independent. Structures in themselves are no guarantee of performance. It comes down to people, particularly the chairman, as Sir Owen himself has so well demonstrated. The balance of advantage lies with the mixed rather than the wholly executive board.

Continental companies try to overcome this intrinsic prob-

lem of unitary boards, sometimes expressed as *quis custodiet ipsos custodes?* by adopting the so-called two-tier board. That has been considered but rejected, rightly I think, as a solution appropriate to this country. With all its imperfections, a properly constituted unitary board - which in my view means a reasonable balance between employee and outsider directors - is a better (though certainly not fool-proof) safeguard of the shareholders' interest than a wholly insider or executive board.

Hugh Parker, chairman, Corporate Renewal Associates, 24 Fitzroy Square, London W1

Lack of funds threatens archive of female history

From Lesley Abela.

Sir, No-one would deny the importance of the Royal Commonwealth Society's collection of books, certainly not me. I grew up through the years when the world's largest empire, encompassing a 1,000 million people, had reached its zenith and was transmogrifying into a profoundly worthwhile - and as yet not fully explored - Commonwealth.

However, I hope potential saviours will keep in mind another under-funded, under-developed collection: The Fawcett Library tucked away in London's East End. The Faw-

cett Library is the nation's premier repository of memorabilia, papers, books, documents and letters of that under-funded gender: women, during the past century or two.

Recently, when I offered the Fawcett Library my own collection of historic letters and documents on women in politics in the 1980s, gained from starting up the all-party 300 Group for Women in Politics and Public Life, librarian David Dougan had to refuse.

As he put it, he had no space, no researcher, no funds. He didn't feel he could even

accept my MBE, which I was happy to send him, awarded to me for services to women in politics through the recommendation of Britain's first woman prime minister.

The library, the nation's most important collection on women, including the Pankhursts and Millicent Fawcett, has to get by on insufficient voluntary contributions.

As a nation, we let rising damp wreak destruction on our own history.

Lesley Abela, The Lodge, Conock Manor, Wiltshire SN10 8QQ

The evidence is stacking up for Pegasus Software

After over a decade of leading the PC accounting software market Pegasus systems continue to receive industry endorsement and recommendation. This extract from a review by "What Micro?" Magazine, December 1991 is such an example.

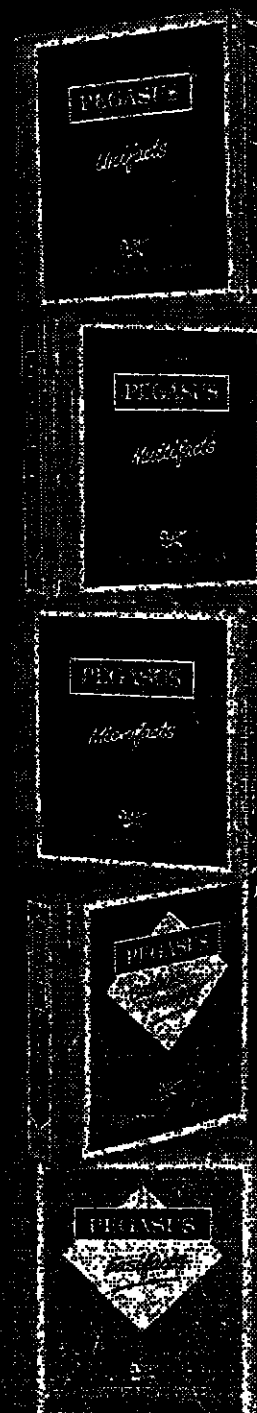
"Pegasus Business Manager has the look of a thoroughbred and now sets the pace for small business accounting software."

"It is clear that Business Manager is the package with which Pegasus hopes to torpedo Sage. And make no mistake - Business Manager is a real blockbuster."

"Clearly this very powerful product is superior to Sage in a number of areas..."

"At £299 it has to be the Best Buy."

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WHAT MICRO? BEST BUY

JAN 10 1992

In the hall of the mountain kings

Can Liechtenstein survive in Europe being an open secret? Ian Rodger in Vaduz

SPARE a thought, as the new year approaches, for the prosperous folk of Liechtenstein.

While most people in western Europe are looking forward to peace, order and progress toward political and monetary union in 1992, Liechtensteiners are dreading the prospect of being overwhelmed in the new Europe.

To the surprise and disappointment of most of the 28,877 people of this tiny principality tucked in the Rhine valley between Austria and Switzerland, their leaders succeeded two months ago in negotiating an agreement to create a so-called European Economic Area (EEA), which would join the nine countries of the European Free Trade Association (EFTA), including Liechtenstein, with those of the European Community (EC).

What is the problem with that? "Everything is a problem," groans Mr Guido Meier, a director of General Trust Company, one of those Liechtenstein institutions that discreetly help rich people to take care of their money.

It is not that the people of Liechtenstein are xenophobic. Far from it. More than a third of the residents of the principality are foreign nationals, as is nearly 70 per cent of the working population. Moreover, since last year, Liechtenstein is a member in good standing of the United Nations, which is more than can be said for Switzerland.

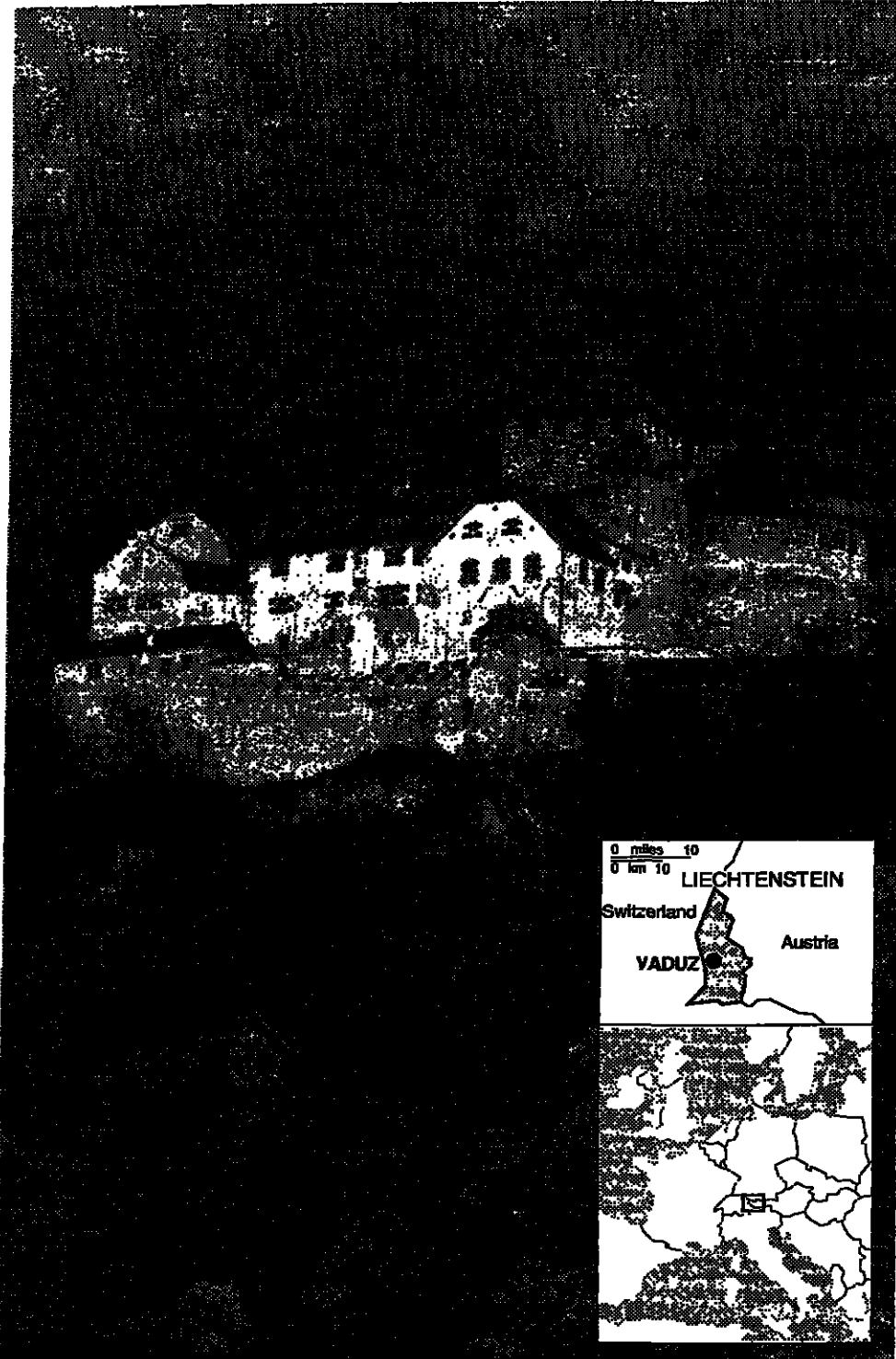
The problems arise from the disruptions the EEA could cause to Liechtenstein's unique economic structure and way of life.

Since being cast adrift after the collapse of the Austro-Hungarian Empire in 1918, the principality has succeeded in fostering a highly prosperous little society with a clever combination of extremely protectionist and extremely liberal policies.

Its niche products are anonymous holding companies, in the form of establishments, trusts or foundations (as in the Maxwell Foundation). They nestle in a legal framework that enables rich people from around the world to hide assets from snooping taxmen. It is said that there are now more than 50,000 such companies in the principality. Liechtenstein is not alone in offering these products, but its genius was to keep it all on a very small scale.

Not for Liechtenstein the clutter of foreign bank and law and accounting firm branches that characterises the typical tax haven. The principality boasts only three banks, all locally owned. Two more have just been authorised, the first such approvals in 35 years. The Liechtenstein bar lists only 50 lawyers.

The world's tycoons are welcome to set up companies or foundations in Liechtenstein, but they cannot buy property or live there. Even residents



Castle in the air: Liechtenstein's reluctant Europeans dread opening up their keep

have to prove that the chunk of the principality's 62 square miles of land they seek to buy will be used for homes or needed businesses before they are allowed to own it.

The result is that the substantial tax revenue from offshore companies goes a long way, enabling the principality to keep its tax rates very low for all.

Now superimposed on this perfect little system the EC rules which the EEA countries have agreed to take up. If barriers to residence and the establishment of businesses must be dismantled, Liechtenstein could be overwhelmed by an invasion, not only of EC-based banks, accountants and lawyers, but also of all manner of rich people seeking to bene-

fit from low tax rates. "We could end up like Monaco," Mr Meier worries.

If the government had to co-operate with snooping taxmen from other EC countries, the principality could see the demise of its most important niche industry.

So why did Liechtenstein go along with the EEA? That, as one might imagine, is a lively topic in the principality these days. The Liechtenstein Institute in Vaduz has been packing them in with a series of seminars on what advantages could Liechtenstein get out of the EEA.

The answers one hears tend to be based on *amour propre* or a desire for respectability. Liechtenstein has been trying to polish its rather shady

image for some time. In 1978, it joined the Council of Europe; in 1982, it signed the European Human Rights convention. Last year it joined the UN and this year it became a full member of EFTA in anticipation of the EEA. Recently, it has also been trying to prevent the use of its holding companies and banks for laundering drug money.

"I suppose it is important that we are recognised as a sovereign state in Europe. We get to have our flag on the table," Mr Meier says.

Little choice but to go along with the EEA negotiations. It has been tied in customs and monetary unions with Switzerland since 1923.

Once Switzerland decided to

join its EFTA partners in seeking an EEA, Liechtenstein had to follow. If the Swiss were in the EEA and Liechtenstein were not, the principality would have to break the unions. Assuming it could not find another partner, it would have to issue its own currency and plead for a special trade arrangement with the EEA.

So the only sensible strategy was to try to negotiate as many special provisions as possible. That task was given to Prince Nikolaus, brother of the reigning Prince Hans-Adam II and ambassador to Switzerland (where Liechtenstein has its only embassy).

The prince has scored some notable successes. The thorny issue of mutual assistance on tax matters has been shelved. The free movement of people is subject to a five-year transition period. Service sectors will be opened after three years, but the government can maintain non-discriminatory limits on various permits to prevent things from getting out of hand.

The prince doubts that banks will rush to the principality anyway. "Once there is free movement of capital, why set up in Liechtenstein when you can operate from Frankfurt by fax?" he asks, adding that if pressures on the principality do become intense, the transition measures can be prolonged.

In any event, in the past couple of weeks, the possibility has arisen that the EEA agreement will collapse because of objections by the European Court of Justice to the potential undermining of its jurisdiction. Prince Nikolaus, however, is not yet rejoicing. Another possibility, raised by the Swiss foreign minister recently, is that Switzerland will apply the veto for EC membership.

The prince is already thinking about problems in negotiating EC membership. "It would be difficult for us to take up the presidency for half a year," he says. "Maybe we could do it for just a month, in August."

He acknowledges that EC membership would mean the end of banking secrecy, but he is not disturbed by the prospect. He says small countries can do things that large ones cannot, and can move quickly when opportunities arise. "We can change our laws in three weeks," he adds. "If we just sit on banking secrecy, we will not have a very good future for our children."

There is also the possibility that the Swiss, who are to have a referendum on the EEA next December, will vote to stay out of it. If so, there would be singing in the streets of Vaduz, and the principality would join Switzerland in negotiating a trade pact with the rest of Europe.

In reality, Liechtenstein has already thought about it. "If it could cover everything to do with goods and leave out the rest, that would make us very happy."

Reflections in a cracked glass



By Anthony Harris

"We are all in the dark, and we are all afraid of the dark; and that fear is the most powerful likely cause of the slump which the pessimists now expect"

"We are all in the dark, and we are all afraid of the dark; and that fear is the most powerful likely cause of the slump which the pessimists now expect"

Britain does not even have the healthy American habit of publishing a prominent health warning along with every figure. The US Census Bureau will say bluntly that housing starts rose by, say, 1.5 per cent (plus or minus 2.4 per cent), so you know that it is not even certain that they rose at all. In Britain, you have to read the small print, and few do. The result is a kind of economic motorway madness, pressing ahead without even knowing that we are in a fog.

Economists succumb, too. It is more than 20 years since one of them showed that official revisions to the economic statistics were normally half again as large as the changes reported at the time, and often turned a rise into a fall; but econometricians went solemnly on estimating param-

eters which would have had questionable significance even if they had been based on perfect information. You do not get promotion, or even a research grant, if you answer every important question with an honest "don't know".

These errors have persisted because in routine forecasting they do not matter as much as you might suppose. The errors are mainly a matter of minor trend-biasing, and in estimate an important long-term trend, you need only a chart and a ruler. Small forecasting errors are trivial mistakes - especially when you remember that it may be years before we know whether the forecasts were right or wrong. It was because this fallibility was well understood that fine-tuning fell out of fashion; adjustments tended to be too late, and often in the wrong direction. Faulty mathematics became pernicious, though when they are used to support explanations of how the economy works rather than simply what it is likely to do, it is only too easy for a plausible practitioner to "prove" a sound half-truth, or worse, which will then be used to turn the whole of policy on its head.

Thus the Treasury has at various times believed that interest rates have no effect on the economy (in the 1930s and '50s), or that they are almost the only thing which matters (which is the practical meaning of monetarism); that exchange rates must be fixed, or adjustable, or flexible, or any two of the three; that budget deficits don't affect anything (the so-called equivalence theorem), or that they are the root of all evil.

All these views have been "proved" with blind-will-to-believe mathematics; all have been dangerously misleading. So have such recent but less-proved theories as rational expectations (which says that government policy changes have no effect anyway, because everyone can see them coming) and efficient markets (which helped politicians to ignore the danger of speculative bubbles; perhaps the markets know something they didn't). Those who know some history, and apply common sense, do better. The eclipse of grand theory, then, is probably no bad thing, if we can only recover ordinary confidence in good technicians. We choose objectives politically - more incentive or more equality, more spending money or better services; economists analyse our proposals, and suggest how to get the best result at lowest cost. That is how it ought to work.

UK Tories prepare attack on Labour

By Ivo Dawney, Political Correspondent, in London

THE UK government will this week try to shift the economic spotlight away from fears of a possible interest rate rise to a debate over who is best fitted to control inflation and restore growth against a background of international turbulence.

As Tory officials yesterday talked down the widespread gloom, senior party strategists were preparing a new year assault on the opposition Labour party under the slogan: "You Can't Trust Labour."

Today, Mr Chris Patten, Tory party chairman, will publish a letter to his constituency parties portraying Mr John Major, the prime minister, as well equipped with the qualities of prudence and competence that he claims, are lacking in Mr Neil Kinnock, the Labour leader. This week the prime minister will use a radio interview to project a message that slow but steady recovery is on the way, but would be jeopardised by a high-spending Labour government.

Next week by Mr David Mellor, the UK chief secretary to the Treasury, is scheduled to release new costings of Labour's tax and spending plans, aimed at depicting the opposition as untrustworthy on economic issues.

Kinnock attack, Page 4

US may clear sale of BAe jet to Iran

By Paul Belts, Aerospace Correspondent

THE US State Department is expected soon to lift its veto on the sale of British Aerospace 146 regional jets to Iran.

This will clear the way for talks between BAe and Iranian civil aviation agencies on possible orders by a number of Iranian carriers for the 70 to 120-seater aircraft.

BAe held discussions this year with Asseman Airlines, the domestic Iranian carrier, over the sale of the jets. But talks made no progress as BAe was unable to win the necessary export approval from the US government.

The State Department opposed the sale because of Tehran's alleged support for terrorism and the detention of hostages in Lebanon. The release of all US hostages appears to have changed Washington's position.

Foreign aircraft have to secure an export licence from the US if more than 10 per cent of their content is US-built. The BAe regional jet includes engines made by Textron-Lycoming and other US equipment.

The British government had been pressing the US to lift the ban on BAe 146 sales to Iran, especially since Fokker of the Netherlands has already sold

Evidence of UK recession

Continued from Page 1

winter sales would mark the start of a consumer spending boom dwindled as traders reported business on Saturday was like a normal busy day. The reported declines in business and consumer confidence are a particular blow.

Mr Lamont, who has consistently planned his expectations of economic recovery on survey evidence. The IOP poll found only 37 per cent of directors more optimistic about the economy than six months ago. The Sunday Times poll of 1,087 adults, carried out on Friday by the MORI polling organisation, found 41 per cent expected economic conditions to worsen over the next 12 months against 24 per cent expecting an improvement.

The bleak state of the economy prompted Mr Peter Morgan, IOP director-general, to criticise the government's decision to enter the exchange rate mechanism of the European Monetary System in October 1980 before inflation had been brought down to the level of Britain's EMS competitors.

He said the increased gloom among directors reflected concern that the government no longer had control over interest rate policy and the "next movement of interest rates may be upwards".

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The value of shares can fall as well as rise and past performance is no guide to the future.

WORLDWIDE WEATHER

City	Temp	Wind	Cloud	City	Temp	Wind	Cloud	City	Temp	Wind	Cloud	City	Temp	Wind	Cloud	City	Temp	Wind	Cloud
Algeria	15	10	10	Amman	15	10	10	Baghdad	15	10	10	Bombay	15	10	10	Buenos Aires	15	10	10
Calcutta	15	10	10	Cairo	15	10	10	Cardiff	15	10	10	Chennai	15	10	10	Copenhagen	15	10	10
Dhaka	15	10	10	Dublin	15	10	10	Frankfurt	15	10	10	Hong Kong	15	10	10	London	15	10	10
Madras	15	10	10	Manila	15	10	10	Mexico City	15	10	10	Mumbai	15	10	10	Nairobi	15	10	10
Rangoon	15	10	10	Seoul	15	10	10	Singapore	15	10	10	Taipei	15	10	10	Tokyo	15	10	10
Yokohama	15	10	10																

Temperatures at midday yesterday C-Centigrade F-Fahrenheit W-Wind S-Sun B-Cloud T-Thunder

مكناش الفضل

INSIDE
Italian insurer in \$500m Spanish deal

Assicurazioni Generali, the Italian insurance group, is to pay up to \$500m for a 5 per cent stake in the merger of two major Spanish banks, Central and Hispano Americano, and for half the merged insurance operations of the two banks. Under a deal in Madrid last Friday the new Spanish bank, Banco Central Hispanoamericano (BCH) will place half its insurance businesses into a joint venture with Generali. Page 14

Airtours flies round the storms

At the beginning of this year, it would have seemed madness to suggest that a company exposed to the Gulf war and the UK recession would end up as the highest rising UK stock of 1991. However, Airtours, the Lichfield-based package holiday company, has achieved just that. Along the way, when companies in a battery of sectors were issuing profit warnings, Airtours had to tell the market to revise expectations upwards. Page 14

Good times for bonds

The onset of recession and declining interest rates are generally good for bonds, judging by the past year. While equity markets turned in a patchy performance over the year, bond markets boomed. New issue volume in the international bond market hit a record \$228bn equivalent. And anecdotal evidence suggests that most market participants received year-end bonus cheques of healthy proportions. Page 15

Subdued end to tumultuous year

While US equity markets ended the year in record-breaking style, the Treasury market spent most of Christmas week in hibernation, primarily because many bond traders stayed away for the holiday. It proved a subdued end to what has been a tumultuous, yet profitable year for bonds, with investors enjoying a rate of return of about 14 per cent (including interest payments and capital gains) over the past 12 months. Page 16

Brazil to ease self-off rules

Brazil plans to ease rules for foreign participation in its national privatisation programme. Under regulations to go into effect next year, foreigners will no longer have to wait two years to re-sell stock in the privatised companies or repatriate profits and dividends. Page 15

Market Statistics

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		Tesco	14

Broadgate group in \$180m refinancing

By Robert Peston in London

ROSEHAUGH Stanhope Developments has raised \$180m in the US securities market to refinance phase 6 of its Broadgate Development in the City of London.

The deal is part of a complex debt re-organisation by RSD's two parents, Rosehaugh and Stanhope, the two property companies in financial difficulties.

It is the first time a non-US company has refinanced an individual property by issuing rated commercial paper in the US. The commercial paper (or short-term securities) being issued was rated P1 by Moody's, the rating agency, and A1+ by Standard & Poor's, its rival. The paper has been issued by a specially created vehicle, 135 Bishopsgate Funding Incorporated.

Kidder Peabody, the US investment bank, has sold the paper to investors on behalf of 135 Bishopsgate, which in turn lent the proceeds - swapped into sterling - to a subsidiary of RSD.

RSD used the proceeds to pay a syndicate of banks led by County NatWest, the subsidiary of National Westminster Bank, which provided the finance for the Phase 6 development. National Westminster is renting the whole of Phase 6. Its rent will service RSD's loan from 135 Bishopsgate.

The paper of 135 Bishopsgate has to be repaid or rolled over every month. If US investors lose their appetite for the paper, a \$180m standby facility has been arranged by Sanwa's London banking branch. This effectively guarantees that 135 Bishopsgate - and hence RSD - will be able to borrow the \$180m for six years. To cover the risk that payments from RSD to 135 Bishopsgate could dry up, 135 Bishopsgate has taken insurance from FICIC, the GE Capital subsidiary. FICIC, which has the Broadgate property as security, is providing a guarantee both to the banks involved in the standby facility and the counterparty which swapped the paper proceeds into sterling.

Mr David Hudd, of Sanwa International Structured Finance, said he expected the paper would trade at between 20 and 30 basis points below the dollar interest rate in the London interbank market.

He said lenders to 135 Bishopsgate were insulated from the difficulties at Rosehaugh, Stanhope and RSD. Holders of the commercial paper or the banks providing the standby facility would not suffer if the financial condition of the property companies deteriorated.

Martin Dickson reports on GE Capital's appetite for its rivals

For the past two years GE Capital (GECC), the main finance arm of the US conglomerate General Electric, has been giving a demonstration of corporate Darwinism in some of the largest but least understood areas of the US financial services industry, devouring a succession of weaker rivals.

This month it was invited to make an offer for the credit portfolio of fellow conglomerate and long-time GE rival, Westinghouse Electric. No deal emerged, which could put extra pressure on Westinghouse, already suffering from \$3.7bn of write-offs because of poor investments in property and leveraged buy-outs by its financial services arm, most of which is now up for sale.

GECC, by contrast, has had a remarkable record of profits growth over the past decade, which it has sustained through the recession.

With assets of about \$77bn, it is the second biggest non-bank finance group in the US (General Motors' offshoot ranks first) and larger than all but the top half dozen banks. Its 20 businesses range from the mundane (financing car purchases or mortgages) to the arcane (leasing luxury trailers or ship containers).

GECC's strong capital base means it is ideally placed to snap up assets from distressed sellers. It has begun expanding in the UK, its stepping stone to the continental European market, to complement its US private-label credit card business, it bought the finance operations of UK stores chains Burton Group and House of Fraser, and a car loans company from Barclays Bank.

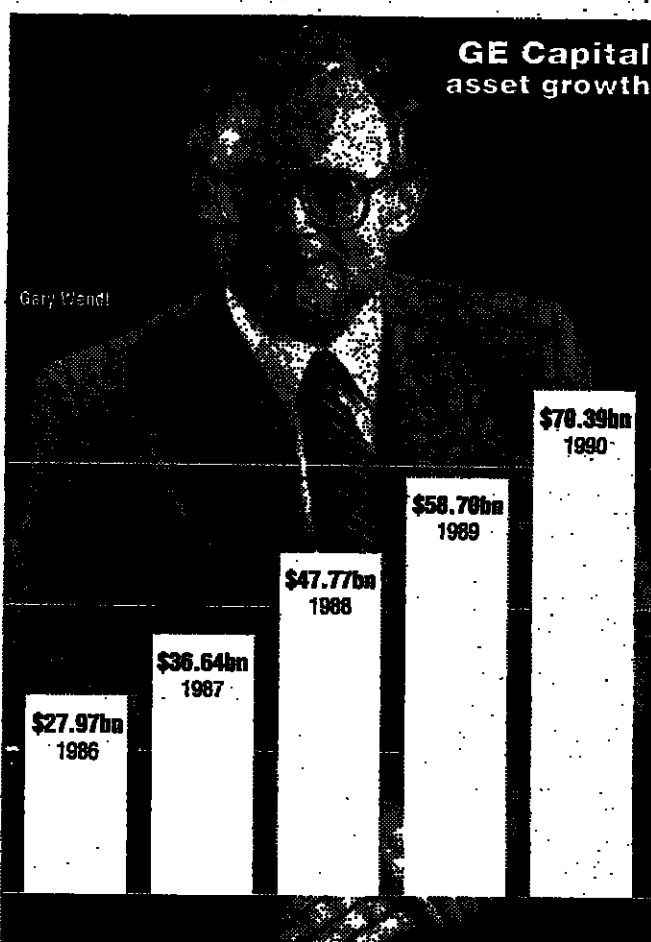
The group has not been immune from mistakes. Its investment in leveraged buy-outs has been poor, nowhere more so than in Britain, where it was a lender to the disastrous Magnet kitchen deal and is now suing Magnet's advisers for alleged misrepresentation.

Its record here leaves a question mark over its reputation for conservatism, yet in an industry where so many firms have gone wrong, GECC appears to have done many things right.

Its rapid growth over the past decade is part of a wider change in US financial services. The finance arms of large industrial companies, set up to provide credit to buyers of their parents' wares, have muscled into areas, traditionally dominated by commercial banks, ranging from home mortgages to industrial and property loans.

The finance companies' advantages include an ability to piggyback on their parent company's credit rating to raise cheap capital in the commercial paper market, and less regulation than that imposed on banks whose deposits are insured by the federal government. However, as Westinghouse shows, that is no recipe for success.

Mr Gary Wendt, 49-year-old chairman of GECC, argues that his group's success stems largely from the fact that it has to work

A predator waiting to strike again


its capital harder than most banks which enjoy more generous debt to equity ratios. GECC also has to compete for capital against industrial businesses in the GE group and has been set a target return on equity of 20 per cent - high by the standards of the financial services industry.

Mr Wendt says: "The precociousness of that capital has made us drive for high value-added activities." That has pushed the group to a strategy with three key elements: diversification; a focus on niche businesses; and a management structure allowing the subsidiaries considerable autonomy.

Wall Street critics add another ingredient of success - a ruthless efficiency in managing its credit portfolio. "The people on the Brooklyn waterfront can't teach anything to GE Capital,"

says one analyst. Rapid diversification over the past five years has protected GECC against problems in individual markets. In 1989, for example, the flourishing property and leveraged buy-out divisions were accounted for some 50 per cent of its earnings. However, in spite of the collapse of both markets, the group should manage profit growth of around 15 per cent this year, with some subsidiaries pushing up earnings by more than 25 per cent.

Its focus on narrow market niches has advantages. First, GECC's concentration of expertise ought to make the group more proficient than generalist lenders, such as the commercial banks, in assessing credit risk.

Mr Denis Nayden, executive vice-president, says: "If you are going to be an equipment financier, you need to understand what the equipment does."

Mr Wendt says his experience in the 1970s as head of GECC's property operations helped the group avoid the worst of the property problems now affecting many banks (and Westinghouse), which became heavily involved in speculative construction loans during the 1980s boom.

Mr Wendt's first job with GE involved sorting out soured construction loans in Florida, and this so scarred him that through-out the 1990s GE Capital would only concentrate its property lending on existing, quality buildings with assured rentals.

However, GECC did not show such self-restraint in leveraged buy-outs, where its "niche expertise" proved deficient - in common with much of Wall Street.

Mr Wendt says: "There's a little question that those of us who were in that business did not know when to stop." So far GE has had to write-off about \$67m of its \$80m LBO portfolio, with more certain to come, although it says most has been offset by gains on cashing in LBO-related grants of share warrants.

Nevertheless, in most of its businesses the specialist approach has worked, giving it an advantage creating products or refining existing ones. Mr Wendt says: "What we try and do is put in service value so the credit risk becomes less of an important factor."

It also means it can reap scale advantages as consolidation sweeps these fields. For example, GECC this year bought the commercial equipment financing assets of Bank of New England, a large regional bank which became insolvent, without taking on its staff or infrastructure.

Although GECC is well regarded on Wall Street, some analysts remain sceptical of its success. Mr Noel Delaney, of brokers Smith Barney, sees dangers in the company's "extremely aggressive" pursuit of new business and asks: "How long can they continue to walk on water in times like this?"

Some critics also question how conservative GECC is in making write-offs. Mr Wendt says its accounting practices are "consistent with those followed by everybody." He adds: "We constantly revalue our portfolio on a quarterly basis and if we decide we are overvalued we take the write-off."

Non-earning assets, he says, reached high point in the middle of this year and were now on the way down.

GECC's businesses include areas of potential weakness. Its aircraft leasing business would be vulnerable in any prolonged downturn - although this activity only accounts for around 5 per cent of total assets.

Nevertheless, GECC seems in better shape than its rivals. So while Mr Wendt would not welcome the prospect of "double dip" US recession, he also views it as an opportunity to snap up more assets.

US courts may rule on funds for MCC

By Andrew Jack in London

THE ADMINISTRATORS to Maxwell Communication Corporation meet bankers today in an attempt to negotiate additional loans to help sustain the company in the group.

Some loans will be earmarked as short-term funding for struggling subsidiaries, but these facilities may require US court approval. Such a delay, or refusal to grant the loans, could threaten their survival.

Clarification over who controls MCC could come today in London when administrators meet Mr Richard Giffin, the examiner appointed by the New York bankruptcy court under Chapter 11 proceedings. If negotiations are successful Price Waterhouse will propose an order in the High Court on Tuesday, regulating proceedings in the UK and US.

Mr Colin Bird, a partner with Price Waterhouse in London and one of the joint administrators of MCC, said the loans were essential to stabilise the company, but complicated because they needed US court approval.

He said MCC required loans of between \$10m (\$12.5m) and \$25m. "If we don't get the money, the whole thing will fall apart," he said. "Clearly it's very urgent. But we are hoping for an agreement in principle on Monday and documents are being drafted. We could have consent before Friday."

The MCC subsidiaries are not in administration, but they must find alternatives to the considerable funding previously provided through central Treasury functions within the Maxwell corporate empire. In some cases this run to tens of millions pounds.

Mr Bird said most subsidiaries could offer assets to be secured against new loans. However, he said "one or two companies" in the group had severe cash flow problems. One is believed to be Maxwell Business Publishing.

Judge Tina Brown in New York will consider on Friday whether the administrators or the directors of MCC should be classified as "debtor in possession" under US bankruptcy law.

Mr Bird said he was "quite confident" that he and his colleagues would be recognised as debtors in possession in the US. They could then implement administration plans while keeping in regular contact with the US courts.

The administrators must also cope with a \$100m bond raised in Canada and guaranteed by MCC to help finance acquisitions which Mr Bird said would become due "imminently". Canadian deal, Page 14

The German way to call up animal spirits

Schmidt's government announced a carefully targeted DM5.75bn (\$3.8bn) public works programme in August 1976. This programme, worth rather more than \$1.1bn (\$2bn) at the time, provided a direct boost of around 0.6 per cent of gross national product to the German economy. It was designed primarily to modernise Germany's cities, improve infrastructure in the regions and encourage industry to invest.

Within six months, it was clear West Germany was growing strongly. The economy eventually recorded real growth of 5.5 per cent in 1976 against a decline in output of 1.3 per cent in 1975.

Although the Bonn government's measures had focused on helping industry, and the construction industry in particular, consumer demand emerged as one of the main pillars of the recovery. In spite of a sharp rise in government borrowing, inflation fell in 1976 to 4.3 per cent from around 6 per cent in 1975.

In short, Chancellor Schmidt's public works programme appeared successfully to trigger a broad-based economic revival, without encouraging inflation, in a remarkably short time.

But such government programmes are like a powerful drug: their beneficial effect depends on careful dosage. After the mid-1970s such policy prescriptions fell from favour, partly because governments were slow to clamp down on public spending after growth returned.

So are there any lessons for the UK today from the German government's successful fiscal boost in the mid-1970s?

The UK Treasury's reaction would probably be "no". It has always argued that fiscal stimuli such as increased public spending or investment incentives for industry can take a long time to have an effect.

There is always the problem of choosing the right target. Action now would have little economic impact before the election in the first half of next year.

In Britain's case, a special programme would upset the annual rituals of the spring Budget to set taxation policies as well as negotiations between the Treasury and

mon up the "animal spirits" that have so far failed to respond to the past year's improvements in underlying economic conditions such as lower interest rates and falling inflation.

There is also an obvious need for Britain to improve its infrastructure, especially in the field of public transport in south east England, which happens to be the area worst-hit by recession.

Increases already announced in government spending on public transport next year will do little more than offset negative effects of recession on investment plans.

The Autumn Statement envisages no more than preparatory work on the east-west Crossrail project between London's Paddington and Liverpool Street. It did not mention much-needed high speed rail link between London and Heathrow airport.

However, services such as high-speed cross-city rail links have been an accepted part of life in Paris for many years. Moreover, infrastructure improvements can have a significant impact on a nation's economic prospects, as a recent OECD report makes clear.

It said: "Urban environment and urban services have been thrust to the forefront of the economic arena in the struggle to attract foot-loose tertiary activities and high technology industries."

"The quality of the environment and of basic infrastructure, as well as the provision of cultural and social facilities, are no longer viewed merely as objects of consumer demand or social concern but also as instruments of economic growth and survival."

This is especially true of the European Community countries as they create a single market and move towards economic and monetary union. It is a point the chancellor might consider as he reviews a year of economic disappointment.

*Urban Infrastructure, Finance and Management, PPS from OECD Publication Service, 2 rue André-Pascal, 75775 Paris Cedex 16.

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INTERNATIONAL CAPITAL MARKETS

INTERNATIONAL BONDS

Participants reap the benefit of a year with record new issues

TO SAY that most Eurobond firms are hoping for the global economic slow-down to continue may be over-estimating the case. In 1991 proved that the onset of recession and declining interest rates are generally good for bonds.

While equity markets turned in a patchy performance over the year, bond markets boomed. New issue volume in the international bond market hit a record \$228bn equivalent. Anecdotal evidence suggests that most market participants received year-end bonus cheques of healthy proportions.

Nomura maintained its top position among lead managers of new Eurobond issues, with a market share of 9.4 per cent, down slightly on 1990. Daiwa moved from fourth place back up to the second spot it held in 1989, increasing market share from 4.7 per cent to 6.55 per cent.

Both firms were supported by the flow of equity warrant bond issues from Japanese companies, a sector which saw a revival following a dismal performance during 1990. Despite volatile equity prices in Japan, warrant bond issues totalled \$26bn equivalent this year, against \$19.7bn in 1990.

However, the Japanese equity warrant business remains well below the \$83bn peak it reached in 1988. Both Nomura and Daiwa must take credit for diversifying their activity into other sectors of the market.

TOP EUROBOND LEAD MANAGERS									
Manager	1991					1990			
	Shn	Rank	% Issue	Shn	% Issue	Shn	Rank	% Issue	% Issue
Nomura	21.33	1	9.39	121	15.80	(1)	9.96	103	
Daiwa	19.77	2	8.96	97	7.92	(4)	4.74	67	
CSFB	14.71	3	6.68	60	8.16	(2)	5.77	44	
Deutsche Bank	14.31	4	6.50	78	8.29	(3)	5.39	48	
Paribas	10.99	5	4.94	28	5.07	(9)	3.20	24	
Yamaichi	10.17	6	4.48	74	5.27	(7)	3.32	36	
Nikko	9.78	7	4.30	73	8.41	(8)	4.04	38	
Goldman Sachs	8.57	8	4.25	50	3.84	(15)	2.62	17	
Morgan Stanley	8.27	9	4.08	17	2.59	(22)	1.83	17	
SSC	7.84	10	3.45	34	2.84	(20)	1.79	19	
UBS	6.85	11	3.06	33	5.21	(6)	3.28	18	
Merrill Lynch	6.74	12	2.97	33	4.74	(10)	2.99	37	
Morgan Guaranty	6.55	13	2.89	35	6.94	(5)	4.38	38	
SG Warburg	6.45	14	2.84	27	3.98	(14)	2.49	18	
Credit Lyonnais	6.06	15	2.68	24	3.27	(18)	2.08	20	
CCF	5.37	16	2.37	21	4.53	(11)	2.85	25	
IBJ	5.17	17	2.28	23	4.46	(12)	2.81	43	
Dresdner Bank	5.06	18	2.22	31	1.77	(29)	1.11	12	
Hamamatsu Bank	4.12	19	1.82	51	2.58	(21)	1.68	42	
CIBC	2.84	20	1.26	22	0.71	(42)	0.46	7	
Industry totals	1228.22			1300	159.57			1115	

† Preliminary figures - Full credit to book runner

Source: IFR BONDWATCH

Both firms also maintained their position in the international market, despite the scandals which rocked the "big four" Japanese securities houses at home.

Salomon Brothers was less fortunate. The firm's slide from 13th to 21st position in the table may, in part, be attributed to the scandal in August surrounding the manipulation of US Treasury bond auctions.

In addition to generally favourable market conditions, most Eurobond firms are also more focused than a year ago. The aggregate figures hide a range of different styles of business.

For example, Morgan Stanley has concentrated on handling big liquid bond issues for sovereign and supranational borrowers. Its rise to ninth position, from 23rd last year, can be attributed to just a handful of memorable deals.

The firm lead managed just 17 deals, the same as in 1990. But these included the UK government's £2.75bn 10-year issue in February and the European Bank for Reconstruction and Development's debut £500m five-year issue in September. Both must be on any short-list for "deal of the year".

Paribas also benefited from its long-term investment in the

for example, won not only big sovereign and supranational mandates but also prestige corporate deals. It handled both Hanson's £500m convertible bond offering in April and British Gas's £350m 10-year deal, one of the largest ever corporate Eurobond issues, in March.

Deutsche Bank Capital Markets also maintained a capability in most sectors of the market and now looks set to take a slice of the Eurosterling sector once it is established as a market-maker in UK government securities.

Both CSFB and Deutsche Bank improved market share in 1991, to 6.5 per cent and 6.3 per cent respectively. Whether market share has been "bought" at the expense of profitability is a topical point. The year was memorable for vigorous and open discussion on the correct balance between profitability and competitiveness in the Eurobond market.

The debate even drew interest from the Office of Fair Trading in July, although the UK competition watchdog later concluded that competition for new issue mandates remains intense.

The year has certainly seen its fair share of deals which were large and expensive - often the result of fierce competition for new issue mandates among leading firms.

A full list of over-ambitious deals might include the European Community's two

EUROBOND ISSUES BY CURRENCY									
Rank	Currency	1991			Rank	1990			No. of issues
		Total raised (\$bn)	No. of issues	% of total		Total raised (\$bn)	No. of issues	% of total	
1	US\$	68.82	378	1	1	60.12	335	1	
2	Yen	33.74	186	2	2	20.05	251	2	
3	£	30.69	89	3	3	17.02	78	3	
4	Swedish	25.31	123	4	4	20.24	85	4	
5	CS	18.12	120	5	5	5.34	55	5	
6	D-Mark	17.83	145	6	6	14.95	109	6	
7	FF	15.88	79	7	7	8.98	50	7	
8	Lira	9.08	55	8	8	5.60	33	8	
9	AS	4.04	58	9	9	4.78	89	9	
10	Guilder	2.18	14	10	10	1.11	9	10	

Source: IFR BONDWATCH

£500m deal launched on the same day in February, lead managed by Dresdner Bank and CSFB. Sandoz's \$500m warrant bond issue launched in September by UBS Phillips and Drew; Prudential Funding's \$300m 10-year deal lead managed by CSFB in October.

The departure from UBS Phillips & Drew of Mr Philippe Truffert, a principled and highly respected defender of Eurobond profitability, highlighted the conflict between the maintenance of profit margins and the pursuit of market share.

It is impossible to judge the relative profitability of UBS Phillips & Drew, since Eurobond firms do not file separate accounts. However, the firm slipped from eighth to 11th in the lead management league table this year, the lowest placed of the "big three" Swiss banks.

This slippage in the firm's

league table position may have arisen, in part, from its unwillingness to reduce fees or price new issues imprudently in order to win mandates. Market participants are asking whether the new management, under Mr Len Harwood, will be more flexible.

The dilemma is not new or unique to UBS Phillips & Drew. The question of profitability and market share has taken on additional urgency this year.

This year Eurobond firms have been assisted by rising bond prices in most leading currencies. It is easy to be aggressive and to underwrite tightly priced bond issues in a rising market.

But market participants are aware that the same questions of profitability will be asked in 1992, and market conditions may be less favourable.

Simon London

Brazil to ease sell-off rules for foreigners

By Victoria Griffiths in Sao Paulo

THE Brazilian government is set to ease rules for foreign participation in its national privatisation programme.

Under new regulations to go into effect next year, foreigners would no longer have to wait two years to resell stock in the privatised companies or repatriate profits and dividends.

The time foreigners are required to maintain their funds in the country will also be reduced from 12 years to six years.

"We hope the easing of regulations on foreign investment will stimulate foreigners' interest in Brazilian privatisation," said Mr Ricardo Figueira, chief of staff for the privatisation support programme at the National Development Bank.

The Brazilian government has adopted the new rules because of disappointment over foreigners' poor showing in the first few privatisation auctions.

The country's privatisation programme received a hard blow when the federal congress approved a law guaranteeing the state oil company Petrobras a large share - 33 per cent - of all companies privatised in the petrochemicals sector.

The law is expected to make the auction of companies in the petrochemicals sector difficult but there is a possibility it will be blocked by presidential veto.

EUROMARKET TURNOVER (\$bn)					
Primary Market					
	Strength	Cost	FRN	Other	
US\$	49.8	49.8	6.0	6.0	
Yen	2,516.3	30.0	26.1	13.677	
Other	3,328.6	0.2	329.8	4,029.9	
FRN	5,667.1	0.8	19.3	7,764.4	
Secondary Market					
US\$	15,599.8	498.0	4,526.1	5,329.2	
Yen	20,556.1	1,019.4	6,745.3	9,258.2	
Other	20,597.3	526.2	2,507.7	57,581.4	
FRN	33,163.7	690.0	3,042.2	39,906.9	
Total					
US\$	13,668.0			32,825.5	
Yen	20,316.2			59,723.2	
Other	35,264.3			41,725.5	
FRN	52,460.9			170,012.2	

Weak to December 24, 1991

INTERNATIONAL CAPITAL MARKETS

UK GILTS

Danger lurks in time of uncertainty

FOR investors in gilt-edged securities, 1992 will be a year of living dangerously.

The generally good prospects for bond markets worldwide caused by weak economies in many developed nations are likely to have an impact on demand for gilts, pushing down yields and increasing prices.

Yields in most bond markets have fallen substantially since the summer, when deflationary conditions in many countries persuaded more investors to put funds into fixed-interest debt-related securities rather than equities or cash.

On the other hand, worries about the UK government's political fortunes may well dampen any upward movement in gilt prices over the next few months.

Expectations that the Conservatives' popularity could plummet as a result of the government's failure to deliver a strong economic recovery - so letting in Labour at next year's election - could depress a gilt market which tends to edge up a Labour government with disaster.

The likely glut of gilts over the next year as the Bank of England issues new bonds to pay for public sector spending in a deteriorating environment for the sector's finances may also take off the gloss from prospects for gilts. The extra bonds may lead to depressed prices, forcing up yields.

A further negative for gilts in relation to other European government bonds concerned progress towards European economic and monetary union.

With the UK having demonstrated less than total enthusiasm for the concept, overseas investors may have their doubts about the country's interests in making sure inflation and interest rate patterns converge with those in the rest of Europe.

GOVERNMENT BOND PERFORMANCE 1991

	UK	US	Japan	Germany	France
Yields (%): end 1990	11.26	8.30	6.84	8.98	9.98
peak in 1991	11.26	8.30	6.84	8.98	9.98
tough in 1991	9.72	7.17	5.21	8.12	8.73
mid-Dec 91	9.67	7.17	5.21	8.12	8.73
Change to mid-Dec (basis points)	-139	-113	-101	-86	-121
During year	-139	-113	-101	-86	-121
Since peak	-139	-113	-101	-86	-121
Since trough	+15	0	+8	0	+4

Source: UBS Phillips and Drew

That in turn could lead funding institutions to take a more conservative view of prospects for, say, French or German bonds than for UK gilts and to progressively withdraw money from the British securities.

Some of the problems that may be around the corner for gilts have been discernible in the past few months - even though for 1991 as a whole investments in gilts have performed more than adequately.

Over the year, the good run for gilts is illustrated by a degree of yield reduction more marked than for any other leading government bond.

The 10-year UK government bond has seen a decrease in yield during 1991 of 139 basis points (1.39 per cent) with a consequent increase in prices.

The next best performer, as shown in the table based on 10-year bonds and with yields calculated by UBS Phillips & Drew, was German bonds, which saw a yield decline of 121 basis points.

The large cut in gilt yields over the year has been due most notably to the UK's progress in reducing inflation as the recession has squeezed demand, plus investors' more positive view on the outlook for lower interest rates over the longer term, thanks to Britain's entry 15 months ago into the European exchange rate mechanism.

It caps a good two-year spell for gilts, in which yields have

fallen by a net 116 basis points for a 10-year instrument. In contrast, since the beginning of 1990 yields on equivalent US and French bonds have fallen by 98 and 82 basis points respectively, while yields for Japanese and German bonds have risen by 13 and 73 basis points.

During 1991 all the main government bonds saw a peak in yields in the first seven months, in the case of gilts right at the start of the year. Although circumstances differed between countries, this was largely due to worries about a future inflationary surge, perhaps sparked by fears related to the Gulf war or expectations of a robust world recovery.

In all cases, yields have come down with a rush since the peak, by a net 130 basis points or more for UK, US and French securities. However, in the past few weeks the downward movement for gilts has been distinctly less marked compared with that of other main bond markets.

The UK instruments fall to a low point for the year in terms of yields in mid-October. Since then yields have risen by 15 basis points, largely due to worries about the government's poll ratings and a lack of evidence about a strong recovery which could have boosted the Conservatives' political fortunes.

All the other bond markets,

meanwhile, have either (in the case of Germany and the US) reached the end of the year still with yields at their troughs for 1991 or (for Japanese and French bonds) have shown a very small increase in yields since their respective low points. For Japanese and French bonds, these yield increases have amounted to just 8 and 4 basis points respectively.

As for the next few months, many bond specialists believe the world economic environment will stay favourable for the bonds. "The outlook for growth is fairly flat," said Mr John Sheppard, of Warburg Securities.

For Britain, worries about sterling's ERM position, and the possibilities of the UK having to go along with other members of the mechanism in increasing interest rates, to follow Germany's lead earlier this month, will probably restrain any downward movement in gilt yields in the next few weeks.

"There is a fear in the market that lower interest rates in Britain cannot be guaranteed without a devaluation of the currency," said Mr Malcolm Roberts, of UBS Phillips & Drew.

A longer-term concern for many gilt practitioners relates to EMU.

With a question mark hanging over the UK's wish to participate in a full union by the end of the century, Mr Sanjay Joshi, of Daiwa Securities in London, believes many overseas investors are confused. "If you were a fund manager in Japan wondering about putting money into a government bond in Europe, you might decide it's better off buying an instrument associated with one of the core European currencies, rather than play around with gilts," he said.

Peter Marsh



Dealers are debating whether there will be an economic upturn by the middle of the year, or later.

US MONEY AND CREDIT

A subdued end to a tumultuous year

WHILE the US equity markets were ending the year in record-breaking style, the Treasury market spent most of Christmas week in hibernation, primarily because many bond traders stayed away from their desks for the duration of the holiday.

It proved a subdued end to what has been a tumultuous, yet highly profitable year for bonds, with investors enjoying a rate of return of about 14 per cent (including interest payments and capital gains) over the past 12 months.

Although much happened over the year, in one respect nothing changed. As 1990 drew to a close the politicians in Washington, several months after everyone else it seemed, awoke to the fact that the economy was in recession.

Now, a year later, the same Bush administration has been forced to face the same uncomfortable fact of life - that the economy is still in recession. It is a moot point whether today's recession is the one belatedly recognised by policymakers a year ago. The "double-dip" argue the economy enjoyed a brief Gulf war-related recovery in the spring and summer before slipping into a downturn, whereas the headline bears claim the country never pulled out of recession in the first place.

What matters to the bond market is not where the economy has been, but where it is going, and again like the end of 1990, economists are debating whether an upturn will occur

US MONEY MARKET RATES (%)

	1 week	1 month	3 months	6 months	12 months
3-month Treasury bill	4.00	4.00	4.75	11.00	2.00
90-day Commercial paper	4.00	4.00	4.75	11.00	2.00
3-month Treasury note	4.00	4.00	4.75	11.00	2.00
90-day Treasury bill	4.00	4.00	4.75	11.00	2.00
3-month Treasury bill	4.00	4.00	4.75	11.00	2.00

US BOND PRICES AND YIELDS (%)

	1 week	1 month	3 months	6 months	12 months
3-month Treasury bill	4.00	4.00	4.75	11.00	2.00
90-day Treasury bill	4.00	4.00	4.75	11.00	2.00
3-month Treasury note	4.00	4.00	4.75	11.00	2.00
90-day Treasury bill	4.00	4.00	4.75	11.00	2.00
3-month Treasury bill	4.00	4.00	4.75	11.00	2.00

Money supply: in the week ended December 16, M1 rose by 3.3bn to \$68.7bn.

Source: Salomon Bros (estimated).

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While the fear of inflation may be keeping a lid on price rises at the long end, the reality of present inflation remains highly favourable to the Treasury market.

Over the past 12 months, core inflation as measured by consumer prices has dropped from more than 6 per cent to below 3 per cent, an achievement the Fed would probably be proud of were it not for the fact that many of its critics argue that the Fed's over eagerness to tackle inflation deepened and lengthened the course of the current recession.

All the credit for reducing inflation this year cannot be claimed by the Fed, however, because one of the chief forces in driving down inflation has been lower oil prices.

At the start of this year few could have guessed how low oil prices would be by the year-end, but a swift conclusion to the Gulf war without serious disruption to oil production sent oil prices tumbling in the first quarter, from which they never really recovered.

Moreover, the fact that Kuwait has recently said it wanted to increase its oil output suggests prices will remain low in the coming months.

With the likelihood of further easing by the Fed and continued weakness in the economy ahead, the yield on the long bond should fall from its current level of 7.5 per cent to 7 per cent before the first half of next year is out.

Patrick Harverson

Canadian forest products stock stage recovery

By Robert Gibbons in Montreal

THE US Federal Reserve's full-point cut in discount rates has halted a long and unrelenting slide in Canadian forest products stocks.

The Toronto Stock Exchange forest products index last spring was up 15 per cent from December 31 1990, reflecting hopes for recovery with strengthening US economy.

About 75 per cent of Canada's huge timber and pulp and paper output is exported to the US.

However, by the summer the US recovery was faltering. The new housing market petered out, bringing a setback in timber prices and advertising remained sluggish, which weakened the newsprint market still further.

For the whole of 1991 US newsprint consumption will have dropped 7 per cent.

The TSX index by the end of November was down nearly 5 per cent from December 31 1990, as investors lost patience fearing a double-dip recession in the US.

However, the dramatic full-point cut in discount rates, followed by sharply lower newsprint lending rates, brought US buyers back to US forest product stocks.

On Friday, the buying spilled over into Canadian forest products stocks and the TSX index made a gain of about 5 per cent on the week.

Clearly many sophisticated investors think that a revival in US housing and newspaper advertising will finally occur in 1992, an election year, bringing a long-awaited turnabout in Canadian pulp and paper companies' fortunes.

Analysts estimate that the total Canadian industry, both private and publicly held, will show collective losses of about \$2.5bn (\$3.125bn) for the whole of 1991.

Other factors may help. The Mulroney government in Ottawa has eased interest rates lower, allowing the Canadian dollar to drop from a peak 89 US cents this autumn to just above 86 US cents.

Each one-cent drop in the Canadian dollar means about \$10m in profit for a large Canadian forest products exporter such as Domtar.

INTERNATIONAL SPECIALITY FUND

Société d'Investissement à Capital Variable
10A, Boulevard Royal, Luxembourg
R.C. Luxembourg B 24 564

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Shares will be issued and sold at a price based on the net asset value per share determined on the business day on which the application is received, provided the application for shares is received at the registered office of INTERNATIONAL SPECIALITY FUND at 10 a.m. Luxembourg time.

Similarly shares will be repurchased at the net asset value determined on the date following receipt of the application for repurchase. Such application must be received at the registered office of INTERNATIONAL SPECIALITY FUND at 10 a.m. Luxembourg time.

The prospectus of INTERNATIONAL SPECIALITY FUND will be updated accordingly and copies of the updated prospectus are available at the registered office of INTERNATIONAL SPECIALITY FUND.

By order of the Board of Directors
P. Carliou, J. P. Pierson
Director Director

CB FUND INTERNATIONAL

Société d'Investissement à Capital Variable
10A, Boulevard Royal, Luxembourg
R.C. Luxembourg B 21 693

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By order of the Board of Directors
P. Carliou, J. P. Pierson
Director Director

NICS, EUROPE AND INCOME FUND

Société d'Investissement à Capital Variable
10A, Boulevard Royal, Luxembourg
R.C. Luxembourg B 24 498

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STEPHANIE COX-FREEMAN 071 873 4027

Aéroports de Paris

FRF 350,000,000 10 1/2 % Bonds due 1993

On December 16, 1991, Bonds for the amount of FRF 120,000,000 have been drawn in the presence of a Notary Public for redemption at par on January 31, 1992.

The following Bonds will be redeemable, coupon due January 31, 1993 attached:

6834 to 13833 incl.

Bonds previously drawn and not yet presented for redemption:

36	1434	2430	2437
38	1437	2471	2472
40	1441	2541	2541
42	1443	2530	2521
44	1445	2593	2593
46	1470	2723	2723
48	1512	2769	
50	1520	2788	
52	1561	2798	2816
54	1566	2821	2823
56	1568	2821	2821
58	1585	2828	2889
60	1588	2884	2914
62	1589	2903	2903
64	1590	2938	2939
66	1598	2938	2938
68	1621	2948	2951
70	1823	2960	2962
72	1823	2960	2962
74	1823	2960	2962
76	1823	2978	2983
78	1878	3042	3044
80	2029	3189	
82	2040	3215	3223
84	2040	3242	3242
86	2040	3275	3278
88	2040	3320	3324
90	2121	3336	3336
92	2121	3362	3367
94	2121	3362	3367
96	2213	3401	3401
98	2213	3451	3451
100	2213	3459	3459
102	2366		

WORLD STOCK MARKETS

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2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	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INVESTMENT TRUSTS - Cont.

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FT SURVEYS

PERSONNEL

MONDAY INTERVIEW

Wild man goes straight

Carlos Menem, president of Argentina, talks to John Barham

Carlos Saul Menem is a man of energy and enthusiasm these days, and no wonder. For Argentina, the country of which he has been president for the last two and a half years, has proved the world's most unexpected economic success story of 1991. Hyperinflation and political instability – two things with which the country's name was virtually synonymous for the last two decades – have, for now at least, been banished. And the remarkable recovery seems set to continue next year.

Grinning broadly, Mr Menem says: "1992 will be the year of growth and development with stability and liberty that has not existed in Argentina for years. We do not want excessive euphoria, but sober optimism. Still, I see not a single cloud on the horizon."

July 1989, the month he took office, seems a distant memory now. Triple-digit inflation, food riots, a mutinous military and the outgoing government in collapse threatened Argentina with political conflagration, only six years after the restoration of democracy.

After a few false starts, Mr Menem has capitalised on the terror of hyperinflation to attack the cause of Argentina's decline. He has curbed a corrupt, all-powerful but inept state and replaced it with the rudiments of a market economy. For the first time in their lives many Argentines are now experiencing economic growth, low inflation and political stability.

The president's knockabout sense of humour, his bizarre appearance, unpretentious private life and unsophisticated manner often lead people to underestimate or patronise him. But his reforms – which he describes as "surgery without anaesthetic" – have required considerable courage and political acumen.

The key was Menem's decision in January to switch Domingo Cavallo, a 44-year-old political independent who had previously served as foreign minister, to the job of economy minister. Cavallo, a Harvard-trained economist, brought a badly-needed sense of direction. He balanced the budget through a ferocious campaign against tax evasion and kept a lid on inflation by deregulating the economy and opening it up to imports. In November prices rose 0.4 per cent, the lowest

rate in 20 years. What is more, the economy has responded to stable prices, growing an estimated 5 per cent this year, with a further 6-10 per cent expected in 1992.

Mr Menem is a ruthlessly instinctive politician enraptured by the exercise of power. No other politician of his generation would conceivably have dared to break the mould of Argentine society by embarking on a crash programme of privatisations, sacking state employees en masse and eliminating state controls.

Now his future depends on the continuing success of reform, and he knows it. Speaking confidently in his thick provincial accent, Mr Menem says: "The day there is any deviation from this path, and [these policies] lose direction, I will go. But this is not such a gamble when one is certain of winning." So far, his confidence seems justified: this year's local government and mid-term congressional elections, which his Peronist party

PERSONAL FILE

1935 Born in La Rioja to Syrian immigrant parents.

1955 Law degree at University of Córdoba.

1963 President of La Rioja.

1973 Governor of La Rioja.

1975-81 Imprisoned during military government.

1983 Re-elected governor of La Rioja.

1989 Elected president.

and its centre-right allies won convincingly, demonstrated the popularity of free-market reform.

Mr Menem was born in La Rioja, a dirt-poor, rough and tumble town in the far west of Argentina where his father was a wine merchant. His parents were immigrants from a village in what is today Syria. He is proud of his Arab heritage and his family background: "We are descended from the Phoenicians, we are traders and I am the son of a merchant. My father at first was modest, then he grew by selling cheap to sell more, by competing."

He served his political apprenticeship in La Rioja, against tax evasion and kept a lid on inflation by deregulating the economy and opening it up to imports. In November prices rose 0.4 per cent, the lowest

years later he became provincial governor with the reputation of a fiery populist. His vocal opposition to the 1976-83 military regime twice landed him in an army prison.

Now, aged 56, he has shed his image as the wild man of Peronism. He has trimmed back his once exuberant sideburns and dyed his hair, which is invariably lacquered. His nails are carefully manicured, his teeth suspiciously perfect.

Mr Menem recognises that his political image is flawed: "Go on, say it, people think I am frivolous." If ordinary Argentines support their president's reforms, they are less than happy about his private life. Mr Menem has a weakness for fast cars, attractive women and expensive clothes.

He also has a remarkable ability to play all things to all men, to make (and suddenly break) pacts with a bewildering range of allies. He began his government backed by Bunge y Born, the Argentine grain multinational, hard-line Peronists and the *Corripistas*, right-wing army rebels.

Since then he has defanged the Peronist party, the monarchic political movement that cast its shadow over Argentina for the entire post-war period. He broke the power of the unions, cut the influence of Bunge y Born by ejecting a minister nominated from the government, and sent the troops in to crush the *Corripistas* in 19 hours when they murdered one morning in 1990.

Today, Mr Menem stands virtually alone, beholden to no single group. The Peronist party is little more than an electoral machine, a vehicle for the blend of pragmatism and self-interest known as Menemism.

This chameleon quality has led to accusations of demagoguery, and suggestions that he misled the electorate back in 1989 into expecting a return to full-blown Peronism. Mr Menem himself insists: "In the campaign I made subliminal references to what I would do."

But asked what "Menemism" means, he replies evasively that "it is the same thing as Peronism – a totally modernised and updated Peronism, which is a philosophy of life that is Argentine, human and Christian."

In many ways, Mr Menem is more a *caudillo*, an old-style Latin strongman, than the modern statesman he claims to have become. He has already announced his intention to amend the constitution to enable him to seek re-election when his term ends in 1995. He has concentrated formidable political power in his hands after eliminating nearly all constitutional checks and balances on the government; the opposition is in disarray, while judicious distribution of favours ensures him a majority in congress.

Mr Menem is used to being called a *caudillo*. "Lies, they are filthy lies. Never has Argentina had such liberty," he retorts almost mechanically. Just as mechanically, he says the battle against corruption will be "taken to the ultimate consequences".

But the government seems incapable of shaking off a reputation for widespread corruption. It has already faced four corruption scandals this year,



'I see no clouds on the horizon'

but has shrunk from aggressively prosecuting alleged offenders. Part of the problem lies with the president, who is gregarious and outgoing and values loyalty, on a number of occasions he has defended the sides staunchly against accusations in the press, before being forced to sack them.

Mr Menem is also a temperamental, moody man. Today he is brimming with optimism and confidence. But earlier this year, he sank into a deep depression that worsened his array in the cabinet as inflation temporarily escaped from control and yet more allegations of corruption swept over the government.

He sets great store by a mysterious discipline he calls "mental control" that enables him to sleep only four hours a day. Rather than take a nap during the siesta he says: "I often read the Bible, which I have read twice from cover to cover." Other favourites include a mix of Greek classics and best sellers. Mr Menem frequently rounds up his friends for a game of football or tennis, or buzzes around in his ultra-light aircraft.

Another frailty in the president is his jealousy of Domingo Cavallo, who is popular and is suspected of harbouring political ambitions of his own.

The coming year will see a phase of consolidation of reforms. The government still lacks the machinery to police a modern, open economy: Menem must rapidly build an efficient, honest and reliable civil service and judiciary. Cavallo plans to restructure Argentina's entire \$35bn commercial bank debt in 1992, eliminating the last big obstacle to stability.

Industry is obsolete and over-stretched. Few of Argentina's car, steel or consumer durables companies can survive in their present shape.

Mr Bush and the Churchill syndrome



MICHAEL PROWSE on America

In 1945, the world watched in astonishment as Britain voted Winston Churchill out of office. How could the Brits show such ingratitude? How could they prefer Clement Attlee, the grey Labour leader, to an heroic world statesman? The answer was very simple. The British were not ungrateful, but they wanted far-reaching social and economic reform and they recognised, correctly, that Churchill was not the man to champion such changes. Labour was more relevant to the post-war aspirations of the British.

President George Bush is no Winston Churchill. But there are faint parallels between the US's position today and Britain's in the 1940s. The final disintegration of the Soviet Union marks an historic triumph for American foreign policy, comparable in its way to the defeat of Nazism. Yet, as for Britain in the 1940s, the US is marked by a painful recognition of diminished economic power. The loss of economic confidence is symbolised this week by the arrival of Mr Bush in Tokyo with an entourage of business executives begging for orders.

Allied to economic vulnerability is a growing awareness of the need for domestic reforms. Americans are not seeking radical change of the kind introduced in the UK in the 1940s. But polls suggest that people resent the growth of inequality during the 1980s; this is what fuels the demands for middle-income tax cuts. Americans are frustrated by glaring failures in the social domain. To give one example: when Pan Am, the airline, went bust, workers and their families lost health insurance as well as their jobs. This is normal. But disgruntled workers are beginning to ask why. Why are other developed countries able to spend less on health care than the US, yet provide coverage for everybody all the time?

For three years, Mr Bush has played a prudent leader and brushed domestic problems aside. Belatedly, he is trying to change his image. The appointment of a pragmatist – Mr Samuel Skinner, the former transport secretary – as chief

of staff, in place of the abrasive Mr John Sununu, will help. But Mr Bush's interest in domestic affairs is too recent to be credible. As pioneers of social reform, Democrats ought to gain handsomely from the shift of national attention from world to domestic affairs.

In a presidential system, however, everything depends on the quality of the candidates. None of the six Democrats now in the race – Governor Douglas Wilder of Virginia, former Governor Jerry Brown of California, former Senator Paul Tsongas from Massachusetts, Senator Tom Harkin of Iowa, Senator Bob Kerrey from Nebraska and Governor Bill Clinton of Arkansas – is a national figure.

Mr Wilder, a black, seems unlikely to go far. His main selling point is that he has cut without raising taxes, but he is highly unpopular even in his home state. Mr Brown is a colourful figure, having worked with Mother Teresa in Calcutta and studied Buddhism. His campaign cry is that domestic reform is impossible because politicians of all stripes are financially beholden to powerful interest groups and the wealthy. His critique of the US political system is not without merit, but he seems too cranky to attract vigorous support.

Mr Tsongas, a Greek-American who re-elected public life after a long absence, is unfairly attacked by many pundits. He is rightly focusing on America's fading economic competitiveness and wants the US to become a nation of producers rather than consumers. In a

television age, his problem is that he just does not look presidential.

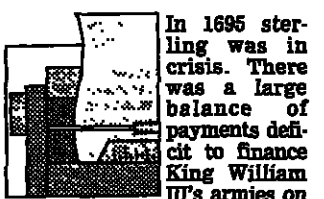
Mr Harkin is a fiery, irascible Democrat born 60 years too late. If he were to win the nomination, he would probably guarantee a landslide victory for the Republicans. The good-looking Mr Kerrey is not without substance, having proposed a comprehensive health care reform plan. But he plays too heavily on his background as a Vietnam veteran and seems lacking in depth. In a weak field, Mr Clinton appears to be the most substantial candidate. But he has the misfortune of representing a small, undistinguished state and has no foreign policy experience. In other respects, however, he is well placed to challenge Mr Bush.

At 45, he can claim to understand the needs of the baby boom generation. As a southerner and economic conservative, he cannot be branded an irresponsible "tax and spend" Democrat and should appeal to disgruntled Republicans. A former Rhodes scholar and Yale Law School graduate, he is intellectually sharp. In a decade as governor of Arkansas, he gained a reputation for squeezing the most out of a limited budget. He has worked hard on social reforms, including the overhaul of state education and apprenticeship training.

The pivotal question for the 1992 campaign is whether Mr Bush – the "foreign policy" president – is the right choice given America's changed circumstances. With the external communist threat removed, the big challenges are internal. The US has to find a way of renewing itself economically and socially: it has to save more, share the rewards of growth more fairly, and implement reform in spheres such as education and health care. In a decade the Republicans have shown scant capacity for leadership in any of these areas. If the election focuses on future problems rather than past glories, the relative inexperience of a challenger such as Mr Clinton may not prove much of a handicap. And the Churchill syndrome could claim another victim.

Sound money – a Dutch treat

By Walter Eltis



In 1695 sterling was in crisis. There was a large deficit in payments to the continent, and Britain's silver coinage was being clipped away by clippers who gained silver by making the coins smaller. Prices rose and the silver coinage fell so much in value that the gold guinea rose from the customary 21 to 30 silver shillings. William Lowndes, secretary to the Treasury, proposed to reduce the amount of silver the pound sterling represented by 20 per cent. Future 5 shilling silver coins would contain 20 per cent less silver, so the silver in the newly minted coins would come down towards the value of the smaller clipped coins in circulation.

Sir John Somers, Lord Keeper of the Seal, strongly opposed this inflationary Treasury proposal, and the Council, the Cabinet of those days, of which Somers was a prominent member, decided to seek independent economic advice.

When governments look for this today they generally turn to university economists, but in 1695 there was no academic economics. The Council instead invited John Locke, Britain's leading philosopher, Isaac Newton, the leading natural scientist, Christopher Wren, the leading architect, and five others to submit memoranda. Newton accepted the Treasury's argument that there should be a reduction in the amount of silver in the coins that made up a pound sterling to match the inflation that had already occurred, because otherwise it would be too difficult for British producers to compete internationally. Most of the other submissions, including Wren's, were

brief, but Locke responded with a distinguished and detailed pamphlet, *Further Considerations Concerning Raising the Value of Money*, which he published in 1695. He attacked the Treasury's proposal because it would destroy the integrity of contracts and be the first step on a slippery slope which might in time reduce the silver content of the 5 shilling piece to one pennyworth.

Locke's argument was that the currency should be renewed with heavy silver coins with milled edges which no one could clip away. The lighter coins then largely current would cease to be legal tender and have to be exchanged on the basis of their silver weight into the new ones. Those who thought they had a pound sterling with four light 5 shilling crowns might only get back two new heavy official ones worth just 10 shillings.

In 1696, as today, decisions concerning the future of the British currency had to be approved by both houses of parliament. In January parliament insisted that some of those who would lose because their light silver coins would no longer be legal tender should be compensated. The House of Commons decided to allow silver coins, however light, to be accepted at their full face value in payments made to government until May 4. Everyone therefore sought to make the silver coins which the Exchequer had to accept as small as possible. Coins were first hammered thin and the outside silver was then cut away and what was left was rushed to the Treasury to meet the deadline. The thin ham-

mered coins, just before the clippers got at them, were described as "broad money", a term with an entirely different meaning today.

"The hyperactivity to exploit the Treasury's open back-door by clipping, melting, re-clipping and re-clipping is vividly described by Locke: 'Methinks the silver does wisely not to come into England at this time where it is like to run a perpetual circle of torment if it stay here. Into the fire it goes at the Exchequer and is no sooner out but it is committed to the furnace there to be brought to Standard and then to size and then be pressed in the mill. As soon as it is got free out of the mill it is either locked up in some Jaylor's chest from coming abroad or if it peeps out its ten to one but the thriving company of Coiners and clippers put it again into the fire to be joined with bad company and then to be hammered and cut and so conveyed to the Exchequer to run the same Gamlet again.'"

The avalanche of light and "narrow" money to the Exchequer represented a large loss to government and the creation of the new coinage was also expensive. The establishment of the Bank of England in 1694 inserted a little paper into the equation but there was a severe economic depression as prices were forced downwards in line with the new heavy coinage. When the sound money policy went on to produce depressed business conditions, William III is said to have regretted that he had taken Locke's advice.

The two main economic advisers were not left unrewarded. On March 19 1696, Newton was appointed Warden of the Mint; on May 15, Locke was appointed a member of the Board of Trade at a salary of £1,000 a year. While Locke was dry on

monetary policy he ran a protective industrial policy, protecting the British woolen industry from Irish competition by seeking something to give Ireland something by subsidising the start-up of an Irish linen industry. A proposal for legislation to take vagabonds off the streets and set them to work (with three years' enlistment in the Navy if they declined all other employment) rounded off a policy mix that is quite familiar today.

Newton, as Master of the Mint, played a part in the gradual switch of the money used in most transactions from silver to gold. In 1717 he fixed the value of the pound at 13 17s 9d to an ounce of gold and it remained at that value with two wartime departures (which elicited a vast new economic literature with protagonists of the stature of John Maynard Keynes and David Ricardo) and the reputation of most of Locke's and Newton's arguments) until Britain finally left the gold standard in 1931.

A price index that Sir Henry Phelps Brown has constructed, based on six commodities, rose by just 29 per cent in the 220 years from 1711 to 1931, so the average inflation rate in these two centuries on the gold standard averaged just 0.1 per cent a year. West Germany, the most successful European Community economy at controlling inflation, has achieved an average annual inflation rate of 3.3 per cent in the last decade and in 220 years that would have raised prices more than 125,000 per cent against the 29 per cent increase under Newton's gold standard. The Dutch king who re-established the integrity of sterling in 1696 therefore set in train a series of monetary developments which served Britain well for two centuries.

Walter Eltis is director-general of the National Economic Development Office.

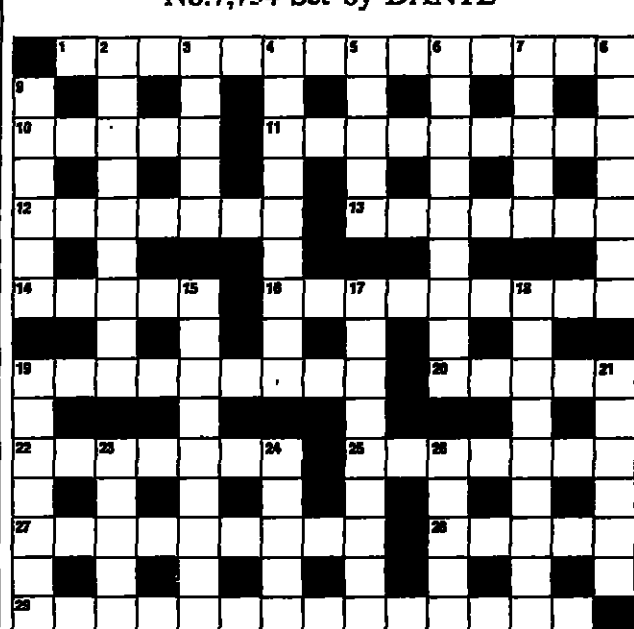
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JOTTER PAD

CROSSWORD

No. 7,734 Set by DANTE



- ACROSS
- Domestic trouble? (10,4)
 - Behave awkwardly when you get the bill and get put out (3,3)
 - Excellent actor (5)
 - Billy tipped as a winner by Stevenson (9)
 - Crowned a tune in return for a drink in Spain (7)
 - Beat up Miles in a scrimmage (7)
 - Mob disperses after sailor produces weapon (1,4)
 - Pauses in travels abroad (9)
 - Light of Trieste put out (3,4,2)
 - Return to surrender (5)
 - They dress in blue – not silver (7)
 - He has to wait for his money (7)
 - In great difficulty, but the flag is still flying (2,3,4)
 - The doctor joins me in a drink (5)
 - Assign the ablest recruits for these warships (6,5)
- DOWN
- Thoroughly extravagant? (3,3,3)
 - Excellent actor (5)
 - Produce a large stake and win a fortune (4,1,4)
 - Primate some find ribald (5)
 - Do without women (4,5)
 - Force plans to land (5)
 - Descriptive of an eternity ring? (7)
 - Una upset with sea sickness (5)
 - The new misfits fit only for gaol? (9)
 - Not a single female will wear it (9)
 - A great man in history (9)
 - Give way and die (7)
 - The end is out to break the engagement (5)
 - French physicist set to rise (5)
 - Passionless disciple (5)
 - The right birds for uncle (5)

The solution to last Saturday's prize puzzle will be published with names of winners on Saturday January 11.

Prices for electricity determined for the purposes of the electricity pooling and transmission arrangements.

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World News
Car bomb at
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